



2003
Annual Technology Report

Submitted by
Utah Chief Information Officer
October 2003

2003 Annual Technology Report

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Letter of Introduction

October 30, 2003

To: The Honorable Michael O. Leavitt, Governor, State of Utah
 Members of the Utah State Legislature
 Public Utilities and Technology Committee
 Utah Technology Commission

In accordance with Section 63D-1a-301 and 63D-1a-402 of the Utah Code Annotated, I am submitting the annual report of the use of information technology in the executive branch of Utah State government.

Information technology continues to be a critical tool in the hands of state government leaders in delivering the services requested by the Legislature to our citizens and businesses. We have made significant progress in delivering government services via the Internet and in leveraging web-based applications and processes for conducting the business of government.

Since last years report we have implemented several statewide initiatives, made progress with others and initiated several new projects that will bring us closer to the realization of the vision of a Digital State. The Center for Digital Government ranked Utah web portal number one in the nation. We are pleased with this honor. It reflects the support of the Governor and the Legislature and the work of hundreds of dedicated people. The competition among the states for this award continues to increase, making our accomplishment even more meaningful.

Although we are pleased with our progress, we are committed to continuing the history of leadership and success in Information Technology. We will continue to assess and change our business processes to reflect best practices. Implementation of web services continues to drive value in public and private sector organizations and we are poised to take advantage of this opportunity in a much broader scope. A government that is open and available to the public on a 24/7 basis is more efficient and responsive to the citizens and businesses, and is more efficient for the government as well. We will reap the rewards of these new practices as we continue to work together and wisely apply the technology available to us. To reap the full benefit of the web services vision will require us to act as a single enterprise instead of a collection of loosely affiliated agencies. We are continuing to refine and implement the cross-agency portfolio management system outlined in last years report.

We appreciate the support of the Governor, the Legislature, the Cabinet, and others as we have struggled to adjust to the new opportunities that are available through innovations in technology and in our ability to visualize and implement them.

Sincerely,

W. Val Oveson, CPA
Chief Information Officer
State of Utah

Executive Branch Strategic Plan

Mission

Provide information technology services that achieve the business objectives of state government for the benefit of Utah citizens.

Vision

Our services enhance quality, efficiency, productivity, and service delivery of state government.

Values

We value taking reasonable risks.

We value leaders who articulate vision.

We value integrity, only making promises we can keep, and we keep every promise.

We value timely, honest, open, frequent, and clear communications with all parties.

We value talent, and support the training opportunities needed to maintain competency.

We value cooperation and collaboration, which creates a supportive work environment.

We value accountability for the quality of services, and measure that accountability.

We value differing opinions, and use them to create unified action.

Goal 1: Create and operate Utah government services online¹ that are accessible 24 hours a day, 7 days a week

Objective 1: Identify, prioritize, and implement a comprehensive suite of appropriate on-line government services, products, and information.

Objective 2: Identify and remove legal and legislative barriers to electronic commerce and on-line delivery of government services, products, and information.

Objective 3: Increase adoption rates of on-line services by citizens, businesses, and employees.

Objective 4: Collaborate with federal and local agencies to bring services, products, and information online.

Goal 2: Deliver integrated² enterprise³ information systems and infrastructure that:

- Improve public access to state government functions
- Streamline processes to simplify agency/public interactions
- Meet the legal and business needs of state agencies

Objective 1: Identify and implement governance processes related to the lifecycle of integrated enterprise projects including: project initiation (vision, scope, and charter); development, implementation, maintenance, ongoing enhancements, support, and termination of enterprise information systems.

Objective 2: Advocate the enterprise vision throughout government.

Objective 3: Identify and resolve barriers to integration.

Objective 4: Establish and support state architectures⁴ and standards.

Objective 5: Identify and develop processes to fund integrated enterprise projects.

¹ On-Line: Accessible through the Web utilizing a Web browser (includes information and services available on the Internet, intranets or extranets)

² Integrated: Two or more components merged together into a single system that performs multiple tasks. Software integration refers to applications that combine multiple business processes or functions in a single package—in this case across government agency "silos."

³ Enterprise: This may refer either to meeting the needs of multiple departments within state government or multiple lines of business within an agency or department. The enterprise also may include federal, state and local government.

⁴ Architecture: The design of an information technology system or systems, including the interactions between them.

Objective 6: Manage state data as an enterprise resource.

Objective 7: Create and maintain a portfolio of potential enterprise projects.

Objective 8: Identify, and where appropriate create, common business practices.

Goal 3: Maintain a competent IT workforce

Objective 1: Create a professional development plan for State IT employees, business managers and product managers including the provision of training opportunities targeted toward the acquisition of new skills, while maintaining existing competencies. Reward employees for achieving competence.

Objective 2: Promote a competitive compensation plan to retain the IT workforce.

Objective 3: Develop a dual career pathway system with technical and management tracks.

Goal 4: Encourage the availability of affordable high-speed Internet access to every home, school, agency, and business to grow and enhance Utah's tech-savvy workforce and bring greater prosperity to the citizens and businesses of Utah

Objective 1: Survey the broadband coverage in Utah in order to understand the various methods being used to provide broadband services.

Objective 2: Identify the barriers to building out broadband coverage and identify possible solutions to the barriers.

Objective 3: Report findings and recommendations to the Governor and the Legislature.

Goal 5: Improve IT Governance

Objective 1: Establish an IT management and coordination structure to facilitate both statewide and agency missions and objectives. Determine the priority by which enterprise projects will be initiated, and how they will be funded and approved.

Objective 2: Focus all enterprise projects on the state's business plan, which is currently the Governor's 1000-day plan.

Objective 3: Examine the current IT governance model and clarify roles and relationships of the Governor's Cabinet, Sub-cabinet, Chief Information Officer (CIO) and staff, Product

Managers, Assistant CIOs, and state agencies. Assess how well the current model is meeting the needs of all agencies regardless of size.

Objective 4: Create an inventory of enterprise projects that are being developed or that have been implemented.

Objective 5: Determine the scope of IT governance including which governmental entities should be included in executive branch IT governance and the changes needed to improve and streamline the IT planning and approval process.

Objective 6: Determine responsibility for day-to-day operational policy, and responsibility for audit compliance. Better define the role of ITS and determine conclusively if ITS is solely a provider of services or whether their role includes enforcing compliance.

Objective 7: Create an IT environment that fosters, encourages, and rewards collaboration.

Goal 6: Measure, track, and report performance and satisfaction with the delivery of services

Objective 1: Identify stakeholders' service expectations.

Objective 2: Implement a Balanced Score Card approach to develop, collect, and analyze performance data from four perspectives—financial, customer, operational and organizational.

Objective 3: Develop data collection and analysis competencies within agencies.

Objective 4: Develop a business case methodology, and where appropriate, cost benefit or ROI analyses for potential IT projects.

Goal 7: Ensure the confidentiality, integrity, privacy, and availability of data and other assets, and protect these assets from unauthorized disclosure, modification, or destruction

Objective 1: Establish an information privacy and security governance structure. Educate agencies and ensure compliance with statewide privacy and security rules, policies, and procedures (e.g. HIPAA, GLBA, FIRPA).

Objective 2: Categorize and organize resources in a secure and manageable infrastructure.

Objective 3: Manage information security risk ensuring that exposure of critical assets and information is balanced against the cost of prevention.

Objective 4: Implement processes for quick response and recovery from possible threats and compromises.

Objective 5: Develop and implement an information security awareness program for State of Utah employees.

Workgroups have refined the Executive Branch Strategic Plan and have developed tactics for implementation. The draft tactics of these workgroups for each of the strategic goals is included in the appendix of this report.

Current and Projected Uses of Information Technology Overview and Highlights

New Public Policy Agenda Needed to Maximize Cross-Agency Project Effectiveness

At the launch, earlier this year, of Utah's critically acclaimed OneStop web portal and registration site for business information and services, business.utah.gov, Governor Mike Leavitt commented about the enormous hurdles that had been overcome to accomplish this cross-agency success. He put into one simple sentence, the key challenge for government over the next decade: "It's not about the technology, it's about the sociology." This one sentence defines, what some would say is a poignant reminder for our state that if one focuses too much on the technology and not enough on the appropriate processes or mechanisms of governance and how they can either enable or prevent the effective deployment of technology, then the intended direction no matter how admirable can be misunderstood and resisted. In spite of some false starts with regard to potential consolidation initiatives in 2002 agency leadership and the IT community rallied around some key projects that we believe produced in 2003 some of the most successful e-Government achievements to date. These will be highlighted later in this section.

As we look back on our accomplishments and forward to the future we are both pragmatic and optimistic that Utah will remain among the leaders in the nation through being successful at capitalizing on the power of information technology to improve government services and our interactions with citizens and businesses of our state.

The question often asked is: "Why is information technology so important to good government?" The fact is organizations in a modern state have become absolutely dependent on information technology as hardware and software, become ever more embedded into the mission critical tasks that government performs. "Going back" is simply no longer an option. "Going slow" definitely is an option but the impact of such an approach, in our opinion, contains both low rewards and ultimately high risks, even though it may appear at first to be a low risk strategy to some. It really is not even about eGovernment anymore, it's just plain government. The terms "eGovernment" and "digital government" arose as terms to describe how government could take better advantage of network computing and the Internet's new capabilities for collaboration and interaction. It is also, although often misunderstood, fundamentally a movement for governmental reform.

As Harvard associate professor and director of the National Center for Digital Government Jane Fountain points out in her analysis of ten years of research on federal technology initiatives, government has been unable to take full advantage of the same productivity gains that have occurred in the private sector, in part because the network computing "key" does not slip easily into the governmental bureaucracy "lock". Clearly, Fountain does not use "bureaucracy" in a pejorative sense, but refers to it as a structure that has evolved over many years to accomplish the fundamental purposes of government in response to the industrial revolution and the complexity and specialization that accompanies it. Nonetheless, until bureaucracy can evolve to support and promote new inter-organizational forms of governance, cross-agency projects become somewhat akin to pushing very large rocks up a very steep hill. In other words, our governance structures

are making it harder than it should be to do effective cross-agency projects. Looking for new ways to provide incentives to interagency collaboration so that the efficiencies of information technology can be more fully realized, needs to move to the very top of the agenda at all jurisdictions and within all branches of government. These are global issues requiring global solutions. This is not the naive concept of "one size fits all." As we experiment more frequently with interagency collaboration we are beginning to learn that there is much more in common (customers and processes) than differences that could potentially divide us. Nevertheless many governmental structures that were created with the best purposes in mind also have become key barriers to e-Government that must be addressed as we move forward. This report does not provide solutions but instead makes the case for the need to discover them together.

Highlights of Governance Initiatives and Cross-Agency Projects

Executive Branch Governance

In August of 2002 the Governor issued a letter directing the members of his Cabinet to take on a key responsibility - to serve as the Governing Board for information technology in the executive branch. He also directed the CIO to serve as his designee for overseeing the management and implementation of information technology in the state and established a process under which cross-agency or "enterprise" projects could be proposed, scoped and chartered.

New Legislation

The Utah Legislature, during last general session, further refined and clarified these relationships through enacting several changes to the Information Technology Act, the statute that establishes the duties and responsibilities of the Chief Information Officer. Key changes to the legislation required a formal process for the preparation and updating of an executive branch information technology strategic plan. It also gave the CIO explicit rulemaking authority governing several areas of information technology within the executive branch. The legislation eliminated the Information Technology Policy and Strategy Committee and re-established the old IT Commission under a new name the Utah Technology Commission, changed its composition and established a separate industry council. The legislative changes also recognized the need for interbranch coordination through requiring a cross branch IT coordination plan. These key new features of the statute along with the Governor's executive branch initiatives have done much to coordinate and rationalize some needed processes for managing information technology resources statewide.

Executive Branch Strategic Plan

The CIO's Office worked collaboratively with the Cabinet, ITS and the agency IT Directors/ACIO's, and in July 2003 released the Executive Branch Information Technology Strategic Plan. An independent survey conducted following the final release of the plan indicated that those responding (24% response rate) showed an overall "mean" response of "moderately

high” support for the plan and belief in its potential for achieving IT strategies. The plan established seven strategic goals:

Goal 1: Create and operate Utah government services online that are accessible 24 hours a day, 7 days a week

Goal 2: Deliver integrated enterprise information systems and infrastructure that:

- Improve public access to state government functions
- Streamline processes to simplify agency/public interactions
- Meet the legal and business needs of state agencies

Goal 3: Maintain a competent IT workforce

Goal 4: Encourage the availability of affordable high-speed Internet access to every home, school, agency, and business to grow and enhance Utah's tech-savvy workforce and bring greater prosperity to the citizens and businesses of Utah

Goal 5: Improve IT Governance

Goal 6: Measure, track, and report performance and satisfaction with the delivery of services and

Goal 7: Ensure the confidentiality, integrity, privacy, and availability of data and other assets, and protect these assets from unauthorized disclosure, modification, or destruction.

Over the last two months several subcommittees have been established to flesh out the implementation plans for meeting the goals and objectives. Details on these plans will be provided in later sections of this report.

Highlights of Online Services, Initiatives and Successes over the last year

- Redesign of award winning utah.gov including:
 - Integrating input from the Product Management Council and citizen/business focus groups into utah.gov website design;
 - 24X7 live help for utah.gov
 - Fresher news and business news feeds to utah.gov and business.utah.gov through the use of called Really Simple Syndication (RSS) technology to rapidly and more efficiently deliver news content
- Creation of Business.utah.gov giving businesses a one stop view of business information and services available online
- Launch of OneStop Business Registration (OSBR), a single cross-agency, cross jurisdictional application to allow new businesses to register with several different government agencies, including the Internal Revenue Service, the Utah State Tax Commission, the Utah Labor Commission, the Utah Department of Commerce, the Utah Department of Workforce Services, and the Utah Department of Environmental Quality. The user's registration information then automatically populates local municipality business license application forms.
 - Live online chat to support OSBR; now expanding to other uses in government
 - First online application form to use a legal yet streamlined electronic signature without the use of a digital signature
- eREP System, moves off the drawing board and into development. First module utahcares.utah.gov, will connect citizens to community health, employment, and other

vital human services (slated for October 29, 2003 launch date.) Plans to add Medicaid module to eREP being proposed during 2004 legislative session. TANF module under development.

- Legislation eliminated the online motor vehicle registration renewal service convenience fee - was \$3.50 now \$.00
- Utah remains in the top ten states in the Digital State Survey "national report card" and is one of several states recognized by the Digital State Survey for Sustained Leadership in technology over the five-year period from 1997 through 2002.
- Utah receives for the first time, the coveted Best of the Web award from the Center For Digital Government making Utah number 1 in the nation among state web sites.
- Utah hosts multiple international and trade groups and missions from around the world including China and the Ukraine who are seeking to gain new knowledge on Utah's model eGovernment initiatives.
- Utah's total number of online services now approach 150. A list of current services is found later in this report.
- Four year contract extension of key strategic public/private partnership initiated in 1999 for the delivery and enhancement of web portal and applications development with Utah Interactive Inc. This contract has been responsible for the majority of the state's online services.
- New capacity building collaboration between the state and the University of Utah Business School; collaboration on OSBR case study; GIS study; and now expanded to the UtahCares project with interest and potential funding from National Science Foundation
- Reorganization of IT Directors/ACIO's to increase collaboration and broader participation into CIO decision making process
- Streamlined vendor management process completed
- Exploratory committees to review and make new recommendations in the areas of digital identity, electronic forms, and electronic document and records management.
- Governor Leavitt as chair of NGA's homeland security leads in the creation of Interop America to direct a coordinated state response for developing interoperability in homeland security. Governor Leavitt also represents the states on the President's Homeland Security and stresses the importance of system interoperability.
- The Utah Wireless Integrated Network (UWIN), begins project to tie together all of the State's voice and data networks (ITS, UEN, UCAN, Public Safety, DOH, and others collaborate to form a model for future development of wireless services)
- Utah is one of the initial participating states in the development of the National Environmental Information Exchange Network, a partnership which involves EPA and supports open exchange standards
- Utah successfully completes the implementation of a new payroll system which will include enhanced self-serve employee options
- Governor's Smart Sites initiative receives the U.S. Department of Commerce 2003 Innovation Excellence in Economic Development Award. Nearly 700 new jobs in rural Utah have been created through this initiative in its first two years
- Campground reservations at all Utah state parks can be made via the internet

- The Utah Tax Commission introduces “Payment Express”, an online service that allows citizens and businesses to efficiently manage a variety of different tax payments through a single interface
- 19 Utah counties develop GIS implementation plans in cooperation with the State’s Automated Geographic Reference Center

Current Online Government Services

511 System for Traffic Information	Interactive State Highway Atlas
ABC Online Ordering and Inventory System	Internet Activity Reporting (eSAFE) - <i>Human Services</i>
Accident and Incident Reporting	Labor Market Statistics for Utah and other states
AG Orientation and Training	Law Enforcement Online (LEO)
Aircraft Registration System	Licensee Renewals
Arbonet Virus Alert	Lifestyle Benefits for State Employees
Archives Records Transfer Service	Lobbyist Registration
Asbestos and Lead Permits	MapIT – create an online map
Baby Your Baby Online Materials Ordering	maps.utah.gov
BabyWatch: Early Intervention	Microfilm Work Order Request
Business Entity Search	Motor Carrier Weight and Measure Permits
Business Name Availability	National Environmental Information Exchange Network
Business Registration Renewal	New data-mining capabilities for State financial data warehouse
Campground Reservation	New Hire Registry
CARE system	Notary Search
Check Your Health Online Materials ordering	Nuclear Generator Site Access Permit and Renewal
CHIP Application – apply online	Occupational and Professional Licensee Lookup
Commute Authorization Requests	Occupational and Professional Licensee Renewal
Daily Motor Pool Reservation	Oil and Gas Data Collection System
DCED eNewsroom	One-Stop Business Registration
DCED Events Registration and Management System	Online billing for copy services and state mail
Dedicated Hunter Lookup	Online complaint submission against Licensed Facilities
DHS Contract Management System	Online Court Assistance Program
Disciplinary Actions	Online Facility Construction Project Management Center
Division of Corporations Central Filing System	Online Film Resource Guide
DOPL Request for Copy of Disciplinary File	Online Health Insurance Renewal
DOPL Request for Duplicate License	Online Management of Fish Hatcheries
Driver License Renewal	Online Network Status Reporting System
Drought Conditions	Online OHV Application Request
DWS: Online Employment Exchange (jobs.utah.gov)	Online Phonebill
Utah Harvest Information Program (Div. of Wildlife)	Online Polling Search
DWS: Unemployment Insurance Tax: New Employer Registration and Account Status Review	Online request for Boating Safety materials
EMS Conference and seminar registration	Online TC71 and TC71S Filing System (Sales Tax Filings)
Emergency Medical Services Information System (EMSIS)	Online Temporary Sales Tax Licensing
E-Team Incident Management	Online Tuition Payments – Weber State University
Real-time accident reporting	Online Voter Registration
Facilities Focus – Management of State Facilities	Order Certified Copies of Marriage Licenses
Federal Surplus Property Search	Order Provider Immunization Materials online
Feed Registration Search	Payment Express
Fertilizer Registration Search	PATH – Online Product Management Site
File a Public Utilities Complaint	Personalized Plate Search
File Administrative Rules Online	Pesticide Registration Search
File an Unemployment Claim	PowerForward
Forestry, Fire & State Lands Land Lease System	Pre-Register for a Boat Slip Jordanelle State Park
Foster Care Licensing	Primary Care Network Online Application
Generator Site Access Permitting	Property Tax Application
Healthy Utah Registration	Provider Internet Billing (e520) <i>Human Services</i>
I2 Intelligence Analyst Notebook	Purchasing Bid Notification System
IBIS-PH (Indicator Based Information System – Public Health)	Real Estate Licensee Lookup
ICJIS – secure online access for law enforcement to multiple databases, including drivers license,	Records Center Request
Insurance Codebook – Online Sales	Regional Information Sharing System
Insurance Invoice Payment System	Registered Charity Lookup
Insurance Search	Renewal Express for OHV, Boats, and Snowmobiles
Interactive Case Access - <i>Human Services</i>	Request for Certificate of Insurance (Risk Management)
	RoboHelp

Secure Internet Link for Vital Events Records
Securities Licensee Lookup
Social Services Directory
State agencies can order printing online
State Phone Directory
State Surplus Property Search
State Water Plan Public Comment Application
Storm Water Permitting System
Tax Payment Portal
Telefile Tax Filing
Title Lien Registration Information System
Tourist Map Request Form
Treatment License Application
UCC Filing
UCC Search Application
UDOT Electronic Bids
Unclaimed Property Lookup
UI Benefits Claim Filing
Utah Candidate Reporting System
Utah Cares
Utah Core Research Center Sample Catalog
Utah Crime Data Online
Utah Historical Society Book Store Sales
Utah Impounded Vehicle Service
Utah Mentor
Utah Performance Assessment System for Students
(U-PASS)
Utah Statewide Immunization System (WebKids)
Utah Tobacco Access Reporting System
Utah Wildlife Radio
Utah.gov Registrar July 2001
Utility Encroachment Permits
Videostreaming of Court Proceedings
Watch Capitol construction online and other UCPB
services
Watch Your Car
Water Conservation Multimedia
Water Operator Certification and Administration
Water Rights Location Calculator / Data Viewer
Web services to employers and employees
experiencing layoffs
YearEnd Reporting - *Human Services*

Highlights of Upcoming Projects

This is a summary of key projects. For additional detail see each agency IT plan.

Agriculture Online Registration of Feed, Fertilizer and Pesticide Products Online Registration of Livestock Brands and Earmarks Online Animal Entry Permits	Corrections Data Storage Imaging System: Catastrophic Incident Risk Management of Department O-TRACK Data Complete O-TRACK Modules
Attorney General Provide online legal research Ensure web site is accessible by the public 24/7 Create and maintain office Intranet that is accessible by all Attorney General employees 24/7 Develop and maintain databases that track agency cases; perform time/billing functions; maintain accurate records of Human Resource activities and help employees organize workload	Department of Environmental Quality NEIEN automated flow for EPA Facility Registration System (FRS) EPA National Emissions Inventory (NEI); State Health Lab to DEQ, and EPHTP surveillance data to UDOH/CDC Online tracking for Division of Water Quality user and wastewater systems Automated emissions inventory reporting from large sources Online reporting for the Water Quality STORET system.
Commerce One-Stop Business Registration Uniform Commercial Code (UCC) Terminations Uniform Commercial Code (UCC) Continuances Business Entity Search – system rebuild Registered Principal Search – system rebuild Business Entity Lists – system rebuild Business Name Availability – system rebuild Corporate Filing – Public Access to Images Central Filing System (CFS) Data Downloads and Filing Real Estate migration into Commerce's enterprise level Licensing Enforcement System Real Estate Licensee Lists Real Estate License Renewal Consumer Protection migration into LES Consumer Protection Registrant Lists Consumer Protection Registration Renewal Uniform Commercial Code (UCC) updates as a result of statutory amendments Backscanning of Corporate Registration Documents Backscanning of UCC & CFS filing documents Controlled Substances Database – rewrite Tele-marketers No-Call List Complaint Tracking System – rewrite Pipeline Safety, Gasline Inspections – new system	Human Services Child Support Calculator Dietary / Food Inventory Management DSPD Interim Solution DSPD Person and Management Information Data System Enterprise Permitting (Licensing) EREP HIPAA: Front-End "Stop Gap" to Unified Social Services Delivery System (USSDS) HIPAA: Office of Recovery Services Information System (ORSIS) Long Term Care Ombudsman Case Management and Reporting System Medical Billing Software Payment Processing Application Natural Resources Dedicated Hunter Certificate Of Registry Database Law Enforcement Data Download Application Energy Data Information Systems Loan & Grant Alternative Fuel Vehicle Application Renewable Energy Systems Tax Credit Application PWC And OHV Education Applications And Payment Permit sales Retail sales Grant applications
Governor's Office Provide multimedia support for the Governor's Office Implement statewide voter registration system (VISTA) Select voting equipment for the state	Department of Administrative Services Employee Self-Service and Employee Portal (joint project) FINET Upgrade Collection Management System Facility Focus Archives VoIP in new building Fuel System reporting and tracking upgrade
Health CHARM - health status and service tracking On-line Medicaid Provider Manuals Medicaid Eligibility application process, information and forms Online Ordering of Birth and Death Certificates Electronic Birth and Death Registration Interactive access to additional data sets (BRFSS, Cancer Registry) Child Care/Health Care registry for background clearances Health Safety training for Child Care Providers Online Vaccine and Immunization Materials Online Educational Media (Immunizations) Online Healthy Utah Data, smoking cessation and wellness seminars Online Ordering of Pamphlets & Handout Distribution Online Conference Registration Online Contracts with Providers - Local Health and Others	Tax Commission Renewal Express for IM Stations Temporary Permits on line CoversNet – moves motor carrier services online Streamlined Sales Tax Motor Carrier Enhancements Corporate and Income Release (tax form consolidation, enhanced e-filing) Miscellaneous Tax Replacement Document Control Release Centrally Assessed Replacement Review of Tax Audit Automation Tax Data Warehouse Replacement Public Safety UWIN 802.11 "hotspots" mobile data coverage - 700 mhz radio interoperability

<p>Online sales of t-shirts, aprons, pedometers, etc. to the public Blood Pressure & Cholesterol Standardization (HP) Online Application for Program Services (CSHCN) Eligibility Determination for Services (CSHCN) IP Video Conferencing (CSHCN) Utah Notification System Labor Commission Adjudication Case Management System National Electronic Data Interchange (EDI) of injury data with all insurance carriers Human Resource Management (DHRM) Utah Job Match - apply for state jobs on the web Expand HR information Web Reporting and Querying Trending Database Employee Self Service planning Planning For Replacement of the Smartstream Plans For Utah Training Connection Enhancements</p>	<p>National Forensic Laboratory Info Sys -crime lab data Data Integration with criminal justice agencies Safety Inspection -automate the vehicle inspection system at the stations Matrix project Evidence Tracking Mobile Data Collection System Computerized DUI (MDCS module) Sharing Utah crash and citation data License history (Point) system rewrite Student DL Utah Law Enforcement Intelligence Network (ULEIN) Rocky Mountain High Intensity Drug Trafficking Area intelligence data integration with Colorado and Wyoming</p>
<p>Workforce Services OneStop Business Registration Point-of-service on-line customer surveys for all services On-line "databrokering" assist in determining eligibility for financial assistance services eREP Multi-agency inner-web DWS employee access to career development information On-line preview regarding potential eligibility for employment-related supportive services Supportive Service Reviews: Customer has on-line access to the status of eligibility case Opt-in services: User personalized e-mail and content notification and push services On-line labor market statistics for Utah and all other states On-line application for supportive services Workforce navigator feature so users can get on-line help to navigate through services-Search mechanism-Site map-Index Virtual Office: Online employment/eligibility center, with translation of web pages for those with limited English proficiency Web educational provider site Employment opportunity web crawler</p>	<p>Transportation (UDOT) Online Permits Right of Way System Civil Rights GIS Enhancements Document Mgt Points of Entry Conversion Ramp Metering System ATMS (CAD Interface, Web Rewrite, data sharing) CORBA Conversion Video Over IP Asset Management Extend WAN to Remote Maintenance Stations UDOT Web Site Enhancement State Trust Lands LMBS Web page LMGIS Geodatabase design LMGIS NAD83 BLM Integration County Integration RS2477 Roadless LMGIS Lease geodatabase LMGIS/LMBS Integration LMGIS Web</p>
<p>Insurance Company, Producer Websites ePayment of Fraud and Title Assessment) Medicare Supplement Web application and Database Renewal License Non-Resident Producer/Agency/Resident Producer/Agency Interactive Forms Company New Certificate of Authority UCAA Producer Appointments Verification via SIRCON Producer Address Change Request Company Address Change Request UT-WY-ID Pilot Project Licensing Automation Online business center COSMOS Enhancements Insurance Comparison Producer Licenses printed online Consumer Service Problems Reports database insertion Digital Finger print application Online CE Agent and ProvidersServices Company Annual Financial Reporting Document Imaging Application eInvoicing of CAR, Title, Fraud, Examination fees, producer renewals Examiner's TeamMate VPN / Citrix integration Revenue Management Reconciliation Automation</p>	<p>Information Technology Services Netcool Development and Failover Host Based IDS Salt Lake and Richfield Server Redundancy Voice Processing Systems Oracle 8i Clustering Asset Management Better Billing Backup Infrastructure Disk Storage Alternatives PBX and Key Systems Microwave Site Improvements WAN - Access Upgrades (remote router/switches) WAN - Distribution Upgrades WAN - Geographic Hub Upgrades Authentication Software and Licensing</p>

CIO Awards for Innovative or Effective Use of Information Technology

CIO Awards are to recognize outstanding accomplishments in e-government initiatives by state agencies, local government and private sector partners. These information technology projects exemplify best practices in the design and implementation of customer-focused information technology services and business solutions.

The 2003 CIO Award winners were:

Outstanding Leadership in Enterprise Product Management

This award honors those exemplifying the principles and practices of product management in accomplishing enterprise e-government objectives and improving business practices through technology.

James Whitaker, Dept. of Workforce Services

Klare Bachman, Dept. of Commerce

e-Government Customer Initiatives Inside and Outside the Organization

The Utah Department of Health's outreach initiatives have promoted online applications to increase access to services and information for citizens. More residents are registering online for Primary Care Network and CHIP. The Data Warehouse has proven to be a valuable information resource for staff and decision-making.

Department of Health-Primary Care Network (PCN), Children's Health Insurance (CHIP), Health Data Warehouse

Public/Private Partnership to Provide Streamlined Enterprise e-Government Services

The Office of Planning and Budget, Traffic Operations Center Dispatch, Utah Highway Patrol, Dept of Transportation-Motor Carriers Div., Tax Commission-Motor Vehicles Div. have worked in partnership with the Utah Professional Towing and Recovery Association, the Weber County Towing Association, local law enforcement, and representatives from the State Legislature to develop a streamlined web service that provides information about impounded vehicles 24-hours a day, 7 days week for citizens, towing companies, law enforcement, and state and local government agencies.

Outstanding Online Applications

Online applications improving service to customers:

Utah Insurance Department - Online Annual Company License Renewal

Dept. of Agriculture - Online License renewal and search of current licensees

Private/Public Partnership to Improve Service Delivery

The Department of Natural Resources and retail outlet partners have created an online application for these business agents to sell hunting and fishing licenses to Utah sportsmen. This private/public partnership provides convenience to citizens who can purchase licenses where they shop.

Innovation in Providing e-Government Service

The State Library is a leader in implementing technology to better serve its customers using RSS technology and live online chat help. The State Library is not only a leader in Utah but is recognized nationally in use RSS technology.

Technology Transfer Award

Division of Facilities Construction and Management, Dept. of Administrative Services for the Statewide Facility Focus System that has been adopted by state agencies and higher education.

Outstanding Local e-Government Online Application

The award goes to Davis County, Tooele County, and Utah County for Property Tax Payments Online. Their online applications provide a convenient e-government service to citizens who can complete transactions on a 24-7 basis.

Outstanding Online Application-Visual Presentation of Information

The Division of Air Quality, Department of Environmental Quality and Automated Geographic Reference Center, Department of Administrative Services provides online interactive maps to communicate local air quality conditions to citizens. These maps are a quick and easy way to visually communicate useful information.

Outstanding Application Providing "Real-Time" Information

Department of Transportation's Intelligent Transportation Systems make driving Utah roads easier. CommuterLink gives travelers access to traffic information at home, at work, and on the road through the Internet, variable message signs, and the news media; and Utahns can call 511, a state-of-the-art voice activated system to get information about traffic, public transportation, and current road conditions.

Outstanding Interagency Application

The Department of Public Safety successfully implemented an eTeam system that provided communications and coordination across federal, state and local law enforcement and public safety agencies for incident management during the 2002 Olympic Winter Games.

Outstanding Private Sector Partner Sustained Leadership Award

Utah Interactive, Inc. has consistently produced multiple award winning online applications including over 60 applications on behalf of and in cooperation with state agencies.

Agency IT Plans and Agency IT Financials

Summary of Agency IT Plans

State agencies submitted IT Plans for FY2004 and FY2005. These plans were reviewed and approved by the CIO. Copies of the agency plans are included in the Appendix to this report in a CD format. The agency plans included the following components:

- Agency IT Mission Statement
- Agency IT Vision Statement
- FY2004 Agency IT Objectives with a description of how objectives support the Executive Strategic Plan
- Description of completed online applications
- FY2005 Description of anticipated changes in objectives
- FY2004 Budget Projections and FY2005 Projected Budget Request

The Division of Information Technology Services also reviewed these plans.

Summary of Agency IT Financials

The following summary of year-to-year IT financials includes actual IT expenditures for FY2002 and FY2003. For FY2004 and FY2005 the figures reflect the estimated budgets as submitted in the agency IT plans. These budgets were prepared prior to finalizing of the budget requests for the Office of Planning and Budget. This summary only includes related IT financial information for the Executive Branch of State Government.

The financial results of this report for FY2002 and FY2003 of actual expenses were based on

- DP Current Expense
- DP Capital Expense
- Salary and Benefits--derived from an estimate of IT job classifications provided by the Office of Planning and Budget

It should be noted that the budget for the Division of Information Technology Services, Dept. of Administrative Services is not included in the Executive Branch Totals as that would be a double counting of expenditures. The ITS revenues are included in the DP current expense budgets of other state entities purchasing ITS services.

Budgets FY2004 and FY2005 reflect several significant one-time requests for funds. Examples of these include projected costs for the eREP project that are included in the budgets of the Department of Workforce Services, Department of Health and Department of Humans Services. The Division of Finance, DAS, has requested funds for the upgrading of the state's current financial system, American Management Systems and the Tax Commission has one-time funding for its streamlined sales tax.

Agency IT Financials FY002-FY2005

	FY2002 Total IT Actual Expenses \$	FY2003 Total IT Actual Expenses \$	FY2004 IT Plan Budget \$	Fy2005 IT Plan Budget \$
Dept. of Administrative Services*	10,193,883	6,495,169	6,660,000	10,141,000
Dept. of Agriculture	672,210	651,159	387,806	366,150
Alcoholic Beverage Control	1,733,702	1,246,100	1,278,200	1,278,200
Dept. of Commerce	1,065,715	1,359,121	1,632,752	1,960,729
Dept. of Corrections	6,793,190	5,891,807	5,268,170	4,781,750
Dept. of Community & Economic Development	3,249,615	1,452,796	792,585	792,585
Elected Officials: Gov., AG Tr. SA EL	3,102,271	2,824,901	2,108,393	2,110,200
Dept. of Environmental Quality	1,520,833	1,588,464	1,903,378	1,734,162
Financial Institutions	108,300	105,736	167,100	169,900
Dept. of Health	11,530,921	12,395,795	11,908,473	12,108,473
Dept. of Human Resource Management	1,127,269	869,942	963,000	963,000
Dept. of Human Services	24,509,611	22,556,479	23,503,481	23,462,064
Dept. of Insurance	520,436	505,389	533,381	588,381
Labor Commission	957,126	870,839	930,300	930,000
National Guard	631,581	1,078,290	1,078,290	1,081,290
Dept. of Natural Resources	3,156,966	3,555,347	2,989,573	3,012,073
Dept. of Public Safety	6,408,564	6,125,060	11,701,014	6,321,014
Public Service Commission	32,198	43,025	47,000	43,000
State Tax Commission	12,112,416	9,546,009	9,794,500	10,702,500
Dept. of Transportation	10,214,751	9,420,463	8,052,900	9,492,900
State Trust Lands	816,442	817,045	718,500	718,500
Dept of Workforce Services	28,160,591	42,960,692	47,440,200	40,156,523
Executive Branch Totals	\$128,618,591	\$132,359,628	\$139,858,996	\$132,914,394

*ITS was not included to avoid double accounting. ITS budgets are: \$56,714,400 \$56,714,400
AGRC is included in FY2004 and FY2005 as it is an appropriated agency

APPENDIX

Draft
Executive Strategic Plan
Tactics for Goals and Objectives

Goal 1: Create and operate Utah government services online that are accessible 24 hours a day, 7 days a week

Objective 1: Identify, prioritize and implement a comprehensive suite of appropriate on-line⁴ government services, products and information.

Tactics

IDENTIFY

- Review, update, publish, and present agency product roadmaps to agency management teams and to the cabinet
 - *Assigned to: Agency Product Managers*
Due Date: Ongoing (at least annually / concurrent with agency IT Plan)
Approved by Product Management Council: share roadmaps each September, post to PATH website (Dave F.)
Reviewed by CIO:
Completed:
Priority Level:
- Use the Product Management Council to facilitate and support implementation of product and service egov roadmaps
 - *Assigned to: Agency Product Managers*
Due Date: Ongoing
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Develop a definition and tests/criteria for “appropriateness”
 - *Assigned to: Michelle Verucchi*
Due Date: November 1, 2003
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Perform a third party team review (include representatives from CIO’s office and Product Manager Committee) of agency online service proposals to share information and enhance enterprise opportunities.
 - *Assigned to: Al, Jeanne, Dave F., Agency PMs*
Due Date: Annual – concurrently with agency IT plans (July 1 of each year)
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Compare agency online services and information to similar agencies in other states
 - *Assigned to: Dave F., Agency Product Managers*
Due Date: Rotate 3 agencies per month
Approved by Product Management Council:
Reviewed by CIO
Completed: Ongoing
Priority Level:

⁴ On-Line: Accessible through the Web utilizing a Web browser (includes information and services available on the Internet, intranets or extranets)

- Partner effectively with UII – Identify, prioritize, and review UII project schedule on a monthly basis
 - *Assigned to: Al Sherwood, Agency Product Managers*
Due Date: Ongoing
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Develop a more effective strategy for funding projects and removing barriers
 - *Assigned to: pass to Governance Strategic Planning Committee*
Due Date:
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Identify common agency services that could be part of new or existing enterprise projects
 - *Assigned to: James Whitaker, Agency Product Managers*
Due Date: December 31, 2003 >> ongoing
Approved by Product Management Council:
Reviewed by CIO
Completed:
Priority Level:
- Identify stakeholders for potential online services, get participation and feedback
 - *Assigned to: Agency Product Managers (include under the product roadmap – first bullet of this section)*
Due Date: January 31, 2003
Approved by Product Management Council:
Reviewed by CIO
Completed:
Priority Level:
- Tie into other enterprise strategic goals as necessary
 - *Assigned to: Agency Product Managers*
Due Date: December 31, 2003
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:

PRIORITIZE

- Identify or develop a prioritization methodology for e-Gov projects (enterprise and agency level)
 - *Assigned to: Agency Product Managers, Dave F.*
Due Date: December 31, 2003 – discuss and present in November Product Management meeting
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Train staff involved in e-Gov projects to use methodology
 - *Assigned to: Agency Product Managers*

Due Date: March 1, 2004
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:

- Implement prioritization methodology
 - *Assigned to: Agency Product Managers*
Due Date: March 1, 2004
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:

IMPLEMENT

- Identify or develop a project management methodology based on best practices
 - *Assigned to: James Whitaker, Kelly Colopy, Rhoda Nicholas, Vicki Bird*
Due Date: March 1, 2004
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Train appropriate agency staff in the methodology
 - *Assigned to: Agency Product Managers*
Due Date: March 1, 2004
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Implement the system development methodology
 - *Assigned to: Agency Product Managers*
Due Date: March 1, 2004
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Work closely with ITS, UII, and the IT directors to ensure a high level of trust in e-Government security with best-of-class security architecture and authentication services
 - *Assigned to: Agency Product Managers, Michael Allred*
Due Date: ongoing
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Maintain a current inventory of planned, proposed, and completed e-government products
 - *Assigned to: Dave F., Agency Product Managers*
Due Date: November 31, 2003; review quarterly
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:

Objective 2: Identify and remove legal and legislative barriers to electronic commerce and on-line delivery of government services, products and information.

Tactics

- **Create a master list of specific legal and legislative barriers identified during prior or current egov projects or other agency project activities**
 - *Assigned to: Agency Product Managers – Lloyd Johnson, lead*
Due Date: December 31, 2003
Approved by Product Management Council:
Reviewed by CIO
Completed:
Priority Level:
- **Collect, assemble and analyze existing legislative statutes, rules, and documents related to identified barriers to e-Gov projects (e.g., rules for data sharing)**
 - *Assigned to: Agency Product Managers submit to Lloyd Johnson*
Due Date: November 30, 2003
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- **Survey other states regarding their barriers to e-gov and gather their solutions (legislative or other).**
 - *Assigned to: Agency Product Managers*
Due Date: complete in conjunction with the previous tactic
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- **Form appropriate working committees to analyze each barrier and formulate potential solution paths**
 - *Assigned to: Agency Product Managers*
Due Date: in February PMC meeting – formalize prior to Feb. 29, 2004
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- **Identify and work with legislators that are interested in e-government**
 - *Assigned to: Product Managers*
Due Date: January 1, 2004
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- **Identify new legislation for Utah, prepare a prioritized legislative proposal list and draft relevant legislation for the 2004 session**
 - *Due Date: January 1, 2004*

Objective 3: Increase adoption rates of on-line services.

Tactics

- Develop and implement metrics that more clearly identify customer utilization patterns, including **baseline usage and ongoing adoption rates among customers served to track progress**
 - *Assigned to: Pass to metrics group (coordination)*
Due Date:
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Measure consumer satisfaction—using surveys, focus groups, trials—to identify areas of dissatisfaction (include intuitiveness, ease of use, functionality, and unnecessary barriers to use). Address areas of dissatisfaction. Quantify customer benefits
 - *Assigned to: Coordinate with metrics group*
Due Date:
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Develop an organized, well-coordinated e-government marketing strategy for on-line services
 - *Assigned to: UII, Darrin Brush, PIO Council*
Due Date: Coordinate with PIO Council prior to November 30, 2003
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- **Draft adoption plans for each egov application.** Adoption plans will identify goals for utilization by target population based upon the percent of population projected to use the service within a given time frame.
 - *Assigned to: Product Management Council*
Due Date: Ongoing
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- **Initiate long-term advance advertising to traditional method customers that online processing will overtake traditional methods at specified points.** (At what point will online service replace traditional service which will potentially be discontinued).
 - *Assigned to:*
Due Date:
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:

- Decrease availability and ease of using traditional service methods as adoption rates increase (see previous bullet)
 - Assigned to:
Due Date:
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Implement cost savings for the customer for online processing
 - Assigned to:
Due Date: ongoing
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:

Objective 4: Collaborate with federal and local agencies to bring services, products and information online.

Tactics

- Develop a comprehensive enterprise collaboration model that includes federal and local agencies.
 - *Assigned to:*
Due Date: January 31, 2003
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- **Create information-sharing opportunities (meetings, email discussions) with identified representatives from federal and local jurisdictions.** (see previous bullet)
 - *Assigned to:*
Due Date:
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Identify and prioritize areas of common interest in egov and IT across agencies. Create a functional matrix of business processes and services
 - *Assigned to: Al Sherwood, Jeannie Watanabe, Vicki Bird*
Due Date: December 2003
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Develop and maintain a database of egov/IT contacts inclusive of municipalities, counties, multi-jurisdictional government organizations, school districts, special districts, quasi-governmental entities, health districts, colleges and universities.
 - *Assigned to: Product Management Council, Dave F.*
Due Date: December 2003
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Develop list of available on-line services, including specifics, to use as an information-sharing tool across agencies.
 - *Assigned to: Agency Product Managers, Dave F.*
Due Date: December 31, 2003
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:

- Identify points of interaction between state, federal, and local entities and assess potential areas for joint service product interfaces
 - Assigned to: Product Managers
Due Date: January 2004
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Support implementation using open standards that facilitate integration across agency boundaries
 - Assigned to: Ken Elliot, Jennifer Hemenway, Dave F.
Due Date: March 1, 2004
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Develop an inventory (directory) of XML standards in use by the State
 - Assigned to: Ken Elliot, Jennifer Hemenway, Dave F.
Due Date: December 1, 2003
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Develop a comprehensive business-oriented interoperability model that identifies opportunities for enhance data sharing and integration
 - Assigned to: Jeannie Watanabe, Al Sherwood, Vicki Bird
Due Date: March 1, 2004
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Evaluate services in terms of potential state, local, and federal partners (see previous bullets)
 - Assigned to:
Due Date:
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:
- Identify and pursue potential federal funding streams available for program improvement and/or technology.
 - Assigned to: Pass to Governance IT Strategy Committee
Due Date:
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:

- Identify and work with organizations that could act as conveners for vertically-integrated eGovernment products
 - *Assigned to: PMC*
Due Date: ongoing, initial list by Dec. 31
Approved by Product Management Council:
Reviewed by CIO:
Completed:
Priority Level:

Goal 2 Deliverables

(As of 29 Sep 03)

Goal 2: Deliver integrated enterprise information systems and infrastructure that:

- Improve public access to state government functions
- Streamline processes to simplify agency/public interactions
- Meet the legal and business needs of state agencies

Objective 1: Identify and implement governance processes related to the lifecycle of integrated enterprise projects.

Tactics:

- 1) This should be done within the context of Goal 5, Objective 1.
- 2) Establish an Enterprise Project Life Cycle Task Force to define a recommended enterprise project development process.
 - a) The Enterprise Project Life Cycle Task Force may be comprised of information technology managers, business analysts, and product managers from a cross section of state government.
 - b) The Enterprise Project Life Cycle Task Force will develop and recommend a methodology that includes classic system development processes as well as those controls and best practices that are unique to enterprise projects.
 - c) The purpose of the methodology will be to:
 - i) Guide enterprise projects to successful and cost-effective business and technology solutions.
 - ii) Provide a consistent, repeatable and refinable framework for developing, completing, maintaining, and enhancing enterprise information systems.
 - iii) Ensure the business is involved in development processes and stakeholders are satisfied with delivered business and technology solutions.

Time line: The task force should be set up to mesh with Goal 5 timelines.

Priority: As Tactic 2 dictates.

Objective 2: Advocate the enterprise vision throughout government.

Tactics:

- 1) Have the Governor, Chief Information Officer and Cabinet Agency Directors commit to the concept of enterprise initiatives.
- 2) Have the CIO sponsor an Agency Business Re-engineering Team that will:
 - a) Provide a free “Review and Recommendation” service to agencies.
 - b) Evangelize the enterprise perspective to agency leadership and business managers.
 - c) Promote the adoption of identified best practices.
 - d) Promote the use of established state services (State mail, et al).
 - e) Mentor collaborative discussions among agencies performing similar work to identify best practices and data/process standards.
 - f) Assist in identifying barriers to integration, including: geographic, federal, inter-state, statutory, fiscal, architectural, educational, cultural, data compatibility, data sensitivity, et al.
 - g) Assist in removing barriers by mentoring liaison between participating agencies and the body most appropriate to implement a solution: Cabinet, Legislature, IT Commission, CIO/ACIO’s, business units, et al.
- 3) Assign the CPM Level 3 class to study and identify enterprise initiative project opportunities.
- 4) Sponsor an annual conference for state agency business managers, product managers and IT leaders that will:
 - a) Explain how the Review and Recommendation team sessions will work.
 - b) Reinforce the importance of attendee participation and support for the goal.
 - c) Provide examples of best practices, how to find them, how to effect sufficient change to embody them.
 - d) Promote existing State (and even ITS) services. Explain what they are, where they are, sample use-costs, etc.
 - e) Have the group identify their core processes and present them all in a tabulated presentation so that commonalities become obvious and they can get to know their counterparts in other agencies. Break out into those groups for a discussion on workflow process and elements.
- 5) Make the concept of enterprise initiatives an integral part of the agency budget and IT planning processes.
- 6) Use the CIO (or similar) Awards program to highlight enterprise successes.

Time line:

- 1) Complete Tactic 1 by December 31, 2003.
- 2) Implement Tactics 2, 3 and 4 soon after Tactic 1 is completed.
- 3) Complete Tactic 5 in time for project and budget planning cycle for SFY 2005 and 2006.
- 4) Tactic 6 is an on-going, annual process.

Priority: Complete in same order as the time line indicates.

Objective 3: Identify and resolve barriers to integration.
(This objective subsumed under Objective 2)

Objective 4: Establish and support state architectures and standards.

Tactics:

- 1) Hire the State Technical Architect with an initial charge to:
 - a) Affirm an authoritative architecture and standards document repository for existing and new documents.
 - b) Review and revise the Utah Technical Architecture Definition document.
 - c) Re-establish a defined process for the review of existing policies and standards and for their approval.
 - d) Identify existing State policies that need to go through the rulemaking process.
 - e) Clarify the role of Standards documents as guidance to agencies.
 - f) Identify policies that may not need to go through rulemaking.
 - g) Review other types of guidance documents such as reference architectures, and framework and definition documents.
- 3) Identify the enterprise architecture framework that will be used going forward.
- 4) Update the existing statewide architecture baseline document entitled *Utah Technical Architecture: Information Technology Product Standards*.
- 5) Develop a specialized architecture baseline document that catalogs all existing ITS standards.
- 6) Integrate the defined architecture process with the Statewide IT strategic plan and with the ongoing ITS strategic planning process and related documents.

Time line: Hire the State Technical Architect by the end of the calendar year; then initial work on the other tactics can be completed by the end of the fiscal year.

Priority: Items are listed in approximate order of priority. A number of tactics can take place concurrently.

Objective 5: Identify and develop processes to fund integrated enterprise projects.
(Duplicates Goal 5, Objective 1; will be handled by that working group)

Objective 6: Manage state data as an enterprise resource.

Tactics

- 1) Establish a statewide Data Administration Committee chaired by the CIO's Office.
- 2) The Committee would develop statewide guidelines, policies and/or appropriate administrative rules for data including but not limited to:

- a) Capturing data
- b) Retaining data
- c) Backing up data
- d) Data security
- e) Data dictionary
- f) Meta data for data
- g) Data standards
- h) XML implementation
- i) GIS data
- j) Repository of record

3) The Committee would develop data requirements for enterprise projects including but not limited to:

- a) Data model
- b) Data dictionary
- c) Meta data
- d) Data standards

4) The Committee would seek to adopt established standards where they exist.

Time line: The committee could be set up at anytime, and a large part of this process could be underway in less than a year.

Priority: Establishing the committee would be first, with the other three tactics being an ongoing process.

Objective 7: Create and maintain an inventory of all (potential, in process, implemented) enterprise projects.

Tactics

- 1) Establish the State Product Management Council as the custodian of the enterprise project inventory.
- 2) The State Product Management Council will create and publish the inventory on the innerweb and establish a method for keeping the inventory up to date.

Time line: Establish the inventory and update processes by December 31, 2003.

Priority: In order listed.

Objective 8: Identify, and where appropriate create, common business practices.
(Subsumed under Objective 2).

CIO Strategic Goal Project
Professional Development Planning
Goal #3, Objective 1

Goal 3: Maintain a competent IT workforce

Objective 1: Create a professional development plan for State IT employees, business managers and product managers including the provision of training opportunities targeted toward the acquisition of new skills, while maintaining existing competencies. Reward employees for achieving competence.

Members of the Professional Development Plan Subcommittee

J.J. Acker
Jenny Hanson
Kelly Colopy
Kevin VanAusdal

Recommended Action

The following documentation explains a process for developing and implementing professional development plans. Two primary actions are recommended in relation to this documentation.

- 1) Information regarding available training can be provided to IT Managers by presentation at the IT Managers Meeting within 60 days, addressing: a) management development training (The Utah CPM Program), b) technical IT training.
- 2) DHRM will be available for process consultation to assist individual agencies in implementing assessment and management tools to conduct successful professional development plans. This service is ongoing.

Professional Development Plan Process

A number of tools will assist in effectively implementing professional development plans for ITS employees. Following is a brief description of the professional development process.

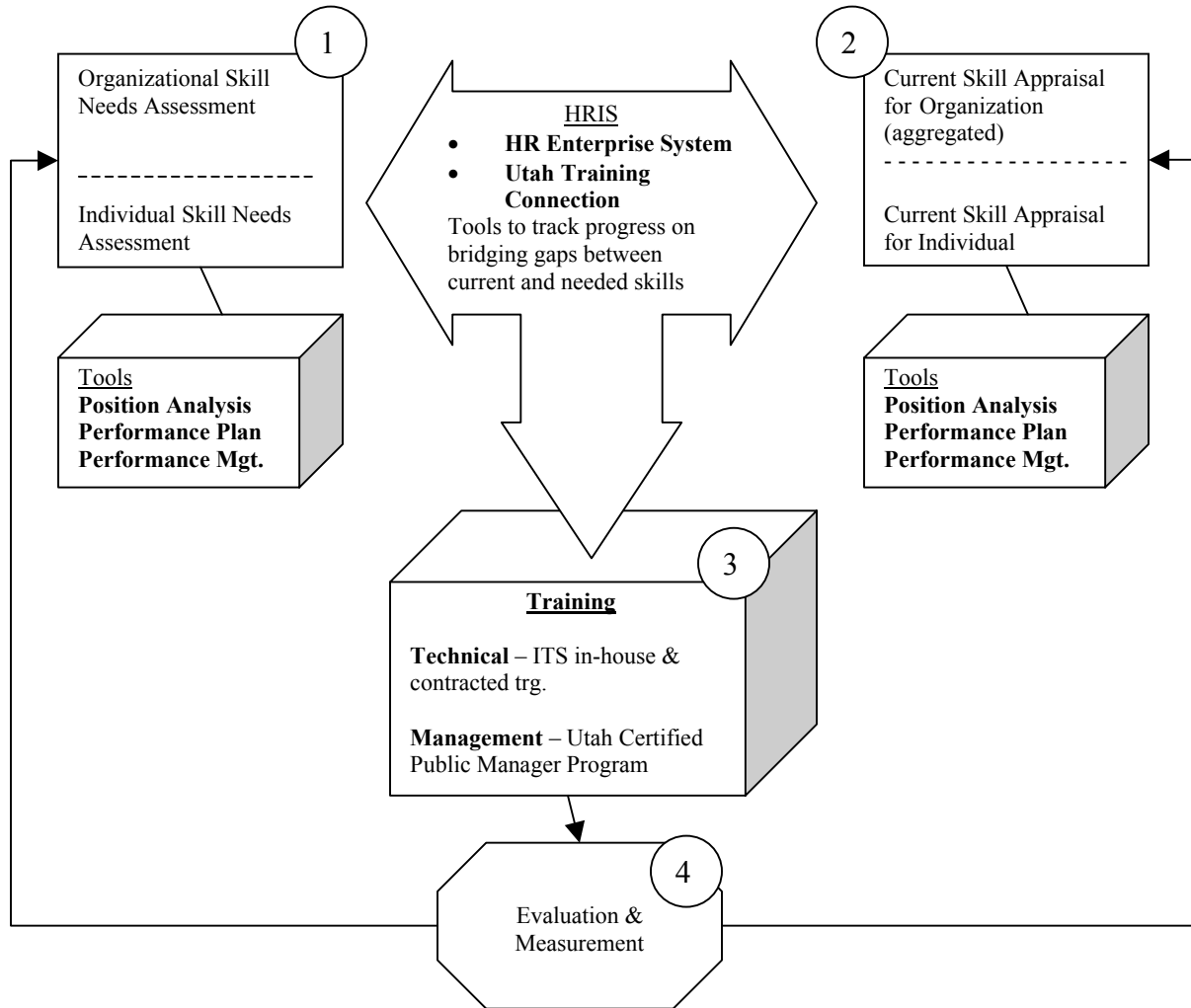
Step 1: Skill Needs Assessment- Organizations identify what skills are needed from highest to lowest priority and at what urgency. Needed employee skills are also assessed determining priority and urgency factors.

Step 2: Current Skill Appraisals- Organizations conduct an appraisal of what skills exist across the organization and what skills are present or lacking for each individual. Various HR planning tools to track progress and gaps in skill acquisition and development.

Step 3: Training- The Division of Information Technology Services manages contracts for technical IT training. The Department of Human Resource Management manages the Utah Certified Public Manager Program (management development). Each of these available development opportunities provides solutions for eliminating skill gaps.

Step 4: Evaluation & Measurement- The results of completed training and development is tested against the first two steps to measure which gaps have closed and which remain. The process is then repeated as the organizational needs continue to shift and change over time. The diagram on the following page illustrates this process. The tools identified in the diagram are described in more detail following the diagram.

PROFESSIONAL DEVELOPMENT PLAN



Definitions

HR Enterprise System: HR Enterprise is the State of Utah’s Human Resource Information Management System. HRE includes reporting capabilities and updates information nightly. Through this system information on all employees, their jobs, position requirements, certifications, etc. can be kept current. Most of this information is maintained by an agency’s human resource personnel. Managers have a responsibility to ensure the accuracy of these records. With HRE’s reporting capability, managers can ascertain information to help them assess individual and organizational skill needs.

Utah Training Connection: The Utah Training Connection is part of HRE. It is the training records portion of HRE, but expands to a web-based access system wherein employees and managers can review their records, search and enroll in training classes, and gain access to

common reports. Features enable managers to track professional development plans effectively. Examples are:

- All training required of a particular agency, job and position will be listed under an employee. The date the class is scheduled to be completed is listed.
- UTC is capable of recording information on courses, classes, workshops, and conferences.
- Supervisors may review training schedules and records of their employees enrolled in classes listed in UTC.
- Supervisors may approve particular trainings via the web.
- Supervisors may print reports of the progress of all employees they supervise, including class titles, descriptions, completion dates, grades, expiration dates, etc.

Position Analysis: Position analysis is systematic process of collecting, processing, analyzing, interpreting, and refining data at the job level to obtain more specific task statements, duties, and responsibilities of a position. A Position Description Questionnaire is one tool in this process that enables one to document specific tasks, knowledge, skills, abilities, essential functions, marginal functions and physical requirements of a job. Specific position functions can be essential or marginal functions. Examples would be to include specific software used, specific titles that interact with the position, or specific data that is tied to a single incumbent, etc. Managers may work with the human resource office to ensure that position requirements (knowledge, skills, abilities, and other requirements) are accurate and inform the employee development plan

Performance Plan: A performance plan outlines expectations and goals for groups and individuals to channel their efforts toward achieving organizational objectives. It also includes the measures that will be used to determine whether expectations and goals are being met. Involving employees in the planning process helps them understand the goals of the organization, what needs to be done, why it needs to be done, and how well it should be done.

Performance Management: Performance management encompasses the assessment of performance and results achieved by individual employees, groups of employees or teams, and entire organizations. Measurement provides a way to determine what has been accomplished and can serve as a basis for deciding when those accomplishments deserve special recognition. Within the performance appraisal process, evaluating or measuring means determining the level of performance by judging the quality, quantity, timeliness, and/or cost effectiveness of the work against a set of standards. An integral part of performance management is increasing the capacity to perform through training, giving assignments that introduce new skills or higher level of responsibility, improving work processes, coaching or other methods. Development efforts can encourage and strengthen good performance and help employees keep up with changes in the workplace.

Training: Training is available and in-place, both in the areas of technical IT and management development.

Technical- The Division of Information Technology manages contracts from various private firms offering certification and education on software and systems. The courses offered by these vendors are available to IT professionals in any location in the State either through web-based or classroom training. For additional information, contact Michelle Baksh at (801)538-3461.

Management- The Department of Human Resource Management and Utah System of Higher Education sponsor the Utah Certified Public Manager Program. This nationally-accredited program, consisting of three courses, focuses on management competencies specifically applied to the public sector. Courses are designed for practical and concurrent application in the workplace while participants attend the program. For more information visit: www.dhrm.utah.gov/Certified_Public_Manager.htm.

**CIO Strategic Goal Project
Compensation Plan
Goal #3, Objective 2**

Goal 3: Maintain a competent IT workforce

Objective 2: Promote a competitive compensation plan to retain the IT workforce.

Members of the IT Compensation Subcommittee

Larene Wyss – DHRM

Debbie Price – DHRM

Greg Gardner – DWS

John Mathews- DHS

Dave Rodemack - DAS

Scope of Project

The compensation subcommittee will be developing ideas to address compensation challenges that would help both in the short-term and the long-term. As challenges in recruitment and retention have subsided as a result of today's economy, we want to develop ideas that will be useful in the future when the economy does improve and employees begin looking for other employment opportunities.

These ideas will be separated into options that agencies may implement on their own and options that DHRM will need to implement. Ideas the committee has already developed thus far are on the following pages. These are first-cut brainstorming ideas, and some may not be feasible for us at this time. For example, the option to buyout remaining years of service for employees close to retirement has been specifically disallowed by current leadership. We put it on the list as something that may be possible in future administrations. In-depth analysis will be needed as we develop our guidelines to see what is appropriate and realistic.

The subcommittee will develop training to educate managers and supervisors on the tools they have available to address compensation such as Administrative Salary Increases (ASI's), bonuses and incentive awards.

The committee is charged with presenting options for the agency, not necessarily making recommendations of which ones should be implemented. Agency budgets factor into many of these options, and the agencies must make decisions which operate within their own budgets.

Projected Completion Date

This project will be completed no later than September 30, 2004.

Current and Potential Compensation Tools Agencies Could Implement

Performance-Based Incentives (Based on Contribution Equity)

- Salary increase for skills acquisition
- Salary increase for performance
- Project-based incentive pay
- Productivity increases when positions become vacant and other workers elect to take on additional duties instead of filling the vacancy

Bonuses (must comply with agency's incentive award policy)

- Relocation bonus
- Signing bonus
- Retention bonus
- Referral bonus
- Scarce skill bonus
- Project-based bonus

Other

- Broaden the salary ranges or collapse job series into one large range (gives agency flexibility on where they bring in new employees and also with giving ASIs to current employees)
- Pay overtime at time and ½
- Dual career ladder (keeps employees who do not wish to become management just to receive a salary increase in their technical jobs)
- Transportation subsidies (parking fees, bus passes)
- Hot market differential
- Increased 401(k) contributions
- Ask for legislative appropriate for critical areas
- On-the-spot awards
- Counter offers
- Exit interviews conducted to determine if there are other issues besides compensation which are creating the problem
- Buy-out the remaining years of service for employees close to retirement
- Education of supervisors and line staff in agencies (after DHRM has conducted training with HR staff and management)
 - How to utilize current tools
 - How to utilize any new tools
 - Educational assistance

Compensation Tools DHRM Would Need to Implement

- Provide a shift differential competitive with the market
- Student loan repayment
- Base MCAs on average actual pay rather than midpoint of range and develop a “catch-up” provision on what MCAs would have been

- Education of HR staff and management staff in agencies
 - How to utilize current tools
 - How to utilize any new tools
 - Educational assistance

**CIO Strategic Goal Project
Classification Plan
Goal #3, Objective 3**

Goal 3: Maintain a competent IT workforce

Objective 3: Develop a dual career pathway system with technical and management tracks.

Members of the Classification Plan Subcommittee

Norma Middleton

Kimberly Diamond-Smith

John Mathews

Bill Gerow

Dave Rodemack

The Classification Subcommittee met on September 17, 2003 to discuss the following options for a classification resolution to the IT issues:

- Revise or modify the classification system for IT jobs only or make changes to the existing classification system
- Revise job descriptions to clarify dual track
 - Do we need dual track in areas of computer operation, technical support, and LAN or is it mostly needed in programming?
- Create a “Project Consultant” series that is schedule A
 - Title should have a very broad range
 - Project Consultant I, 40-59 (\$13.42 to \$22.48)
 - Project Consultant II, 60-79 (\$23.09 to \$38.67)
 - Project Consultant III, 80-100 (\$39.73 to \$68.36)
 - Time limited (project)
 - 2 year limit or project basis
 - Benefits can be optional at agency discretion
 - Define tasks and KSA’s
- Move IT jobs to “at will” appointed status
- Education and Marketing to IT community for better understanding
 - January 2004 IT Director Meeting
 - Discuss class and compensation issues
 - IT Director Focus Group
- Look at demographics and potential retirements for succession planning.

Goal 4 Broadband Deployment in Utah
State Broadband Working Group
Version 0.9
September 30, 2003

An Assessment of Barriers and Possible Solutions to Broadband Deployment in Utah
Executive Summary

In July 2003, Val Oveson, the Chief Information Officer for the State of Utah, established the IT Strategic Plan for Utah. One of the primary goals of this plan is to promote the growth of high-speed Internet access:

Goal 4: Encourage the availability of affordable high-speed Internet access to every home, school, agency, and business to grow and enhance Utah's tech-savvy workforce and bring greater prosperity to the citizens and businesses of Utah

Objective 1: Survey the broadband coverage in Utah in order to understand the various methods being used to provide broadband services.

Objective 2: Identify the barriers to building out broadband coverage and identify possible solutions to the barriers.

Objective 3: Report findings and recommendations to the Governor and the Legislature.

The Broadband Working Group (BBWG) was formed in August 2003 to help address this goal. The focus was on surveying the coverage in the State of Utah and identifying barriers to broader deployment that could be addressed at the state level.

The committee chose to focus on high-speed Internet access rather than working to agree on a definition for broadband. We included anything as fast as or faster than DSL in our definition. The maps produced by Utah AGRC are layered by technology. AGRC estimates that high-speed Internet access is available to 98% of Utah's population.

In the future, higher speed Internet backbones as well as 100 Mbps or faster connections to homes, schools and businesses will be needed. Achieving these higher speeds will require ongoing upgrades to the data communications infrastructure. Resolving barriers to deployment will be critical for this next generation infrastructure as well as to completing the build out of the current generation of technology.

To continue to remain competitive Utah must clear as many roadblocks as possible to broad band deployment. "State Legislators are uniquely positioned to clear roadblocks and hurdles to broadband deployment, particularly burdensome right-of-way policies imposed by local governments. States should adopt policies that standardize and expedite right-of-way permitting. States should limit the fees imposed for right-of-way access." (*The State Broadband Index*. The Technology Network (TechNet) & Analysis, July 23, 2003)

Barriers & Possible Solutions

The BBWG identified a number of barriers to broadband deployment along with possible solutions that can be addressed at the State level.

Interstate Right-of-Way Fees

Barrier: The fees charged for right-of-way access on interstate highways are an inhibitor to expansion in rural areas. This is an issue for use of existing right-of-ways as well as for new right-of-ways. Example: Accessing a handful of rural customers in Echo Canyon would require \$8000 per year in fees for a ten mile right-of-way along the interstate highway.

Possible Solution: Legislate lower fees and simplified processes for using interstate highway right-of-ways.

State Road Right-of-Ways Fees

Barrier: State roads are supposed to all be available right-of-ways. In practice many roads are currently closed including State Street, 7th East, and Redwood Road in the Salt Lake Valley. It was reported that XO gave up trying to run a line to Ogden due to issues with state road right-of-ways.

Possible Solution: Require that Utah Department of Transportation produce a calendar showing when each section of state road will be open and available for use by broadband providers. Permitting costs should remain at current levels or be reduced. (Note that Senator Valentine is reportedly proposing legislation to raise these fees.)

Right-of-Way Ownership

Barrier: Right-of-way ownership is not always clear on county roads. Some landowners have argued that the county only owns a right-of-way as deep as the pavement. Legally addressing these issues with each land owner becomes very expensive.

Possible Solution: Through legislation clearly define what counties own. Define how far from the center line of the road and how deep into the earth their right-of-way extends on county roads. Ensure that county right-of-ways include rights for both transportation and utilities.

State Trust Lands

Barrier: The fees charged for right-of-way access on state trust lands are exorbitant. The fees for running fiber are three times the fees for running gas pipelines. When the State Trust Lands Administration (STLA) has reduced fees in the past, the State School Board has sued. The process for determining right-of-way fees is based on a percentage of the value of the land rather than a market-based valuation.

Possible Solution: STLA and URTA have agreed that a probable solution is to have State Trust Lands reappraised. Current prices are based on a 15-20 year old (flawed) appraisal. The new appraisal is expected to resolve the issue.

“Non-Essential” Utility

Barrier: Some counties have required “non-essential” utilities such as telecom providers to negotiate private right-of-way alternatives before granting use of county right-of-ways. This is an extremely expensive exercise to go through for broadband providers.

Possible Solutions: A uniform permitting process would result in consistent fees county to county and city to city. The State of Utah should establish a structure that would create uniformity in the processes of local governments. This structure should require counties to allow the use of their right-of-ways by telecom and broadband providers for normal permit fee cost only. In this information era, telecom and broadband providers should be defined as essential utilities.

Double Taxation

Barrier: Telecom equipment is taxed and the service fees are also taxed by the State of Utah. This is not the case for many other industries and other states. This puts Utah at a disadvantage when compared to other states.

Possible Solution: Curt Bramble is expected to re-introduce a bill (SB22 last session) to address this issue in the 2004 legislature.

Equitable Taxation

Barrier: Tax law currently favors some broadband delivery technology and its providers over others. For example, satellite and fixed-point wireless (often called Wireless ISPs) don’t pay franchise taxes.

Possible Solution: Re-evaluate tax policy to ensure a level playing field for all technologies.

Long Haul Carriers

Barrier: While local government issues are minimal and generally easily overcome (due in large part to last session’s SB23 which will go into effect July 1, 2004 and is expected to reduce any remaining issues even further), SB23 excludes long-haul carriers which are the backbone of the Internet.

Possible Solution: Address as a model ordinance with the League of Cities. (Key issue is fair and reasonable compensation. That will likely get decided by the Tenth Circuit Court or the United States Supreme Court.)

Economic Development Policy

Barrier: Economic Development policy could be used to drive desirable broadband deployment. For example, Kanab and Logan both need a second/redundant broadband provider.

Possible Solution: The use of federal grants is being explored by Logan and Utah State University.

Use of State Infrastructure

Barrier: Companies could expand broadband more easily if they were allowed to use state proprietary systems. For example, Zion’s can’t access the State’s microwave links for backhaul, but Kanab City can. This might be seen as an encouragement for Kanab to

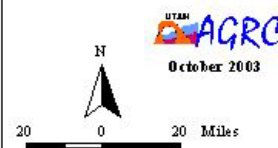
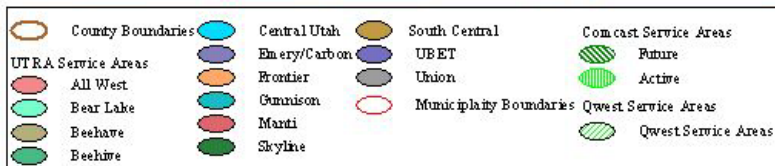
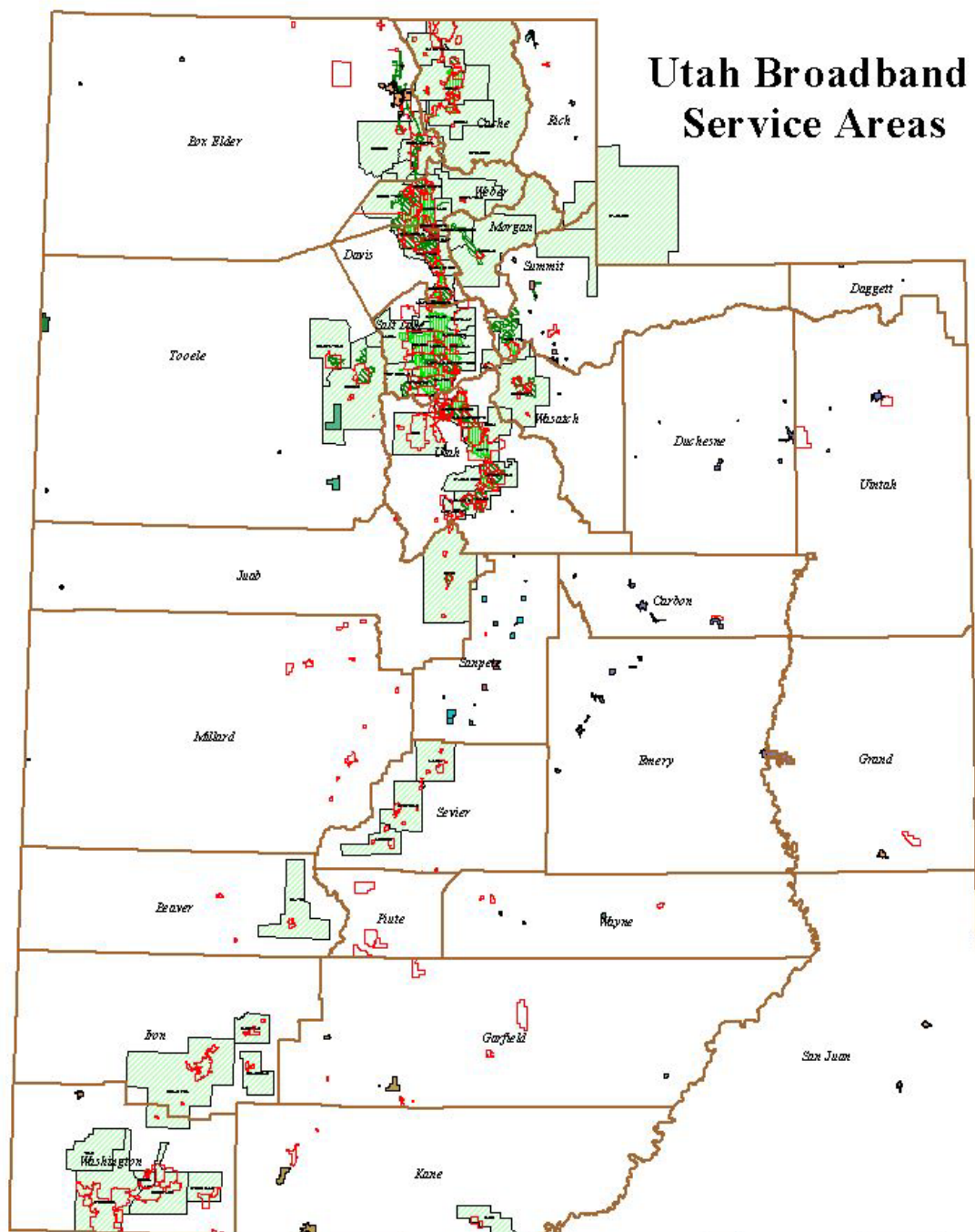
enter the business of providing wholesale broadband service. This is an economic development issue for businesses that need redundancy

Possible Solution: Discussions between the State and cities should take place to explore possibilities such as making the state network commercially available for backhaul.

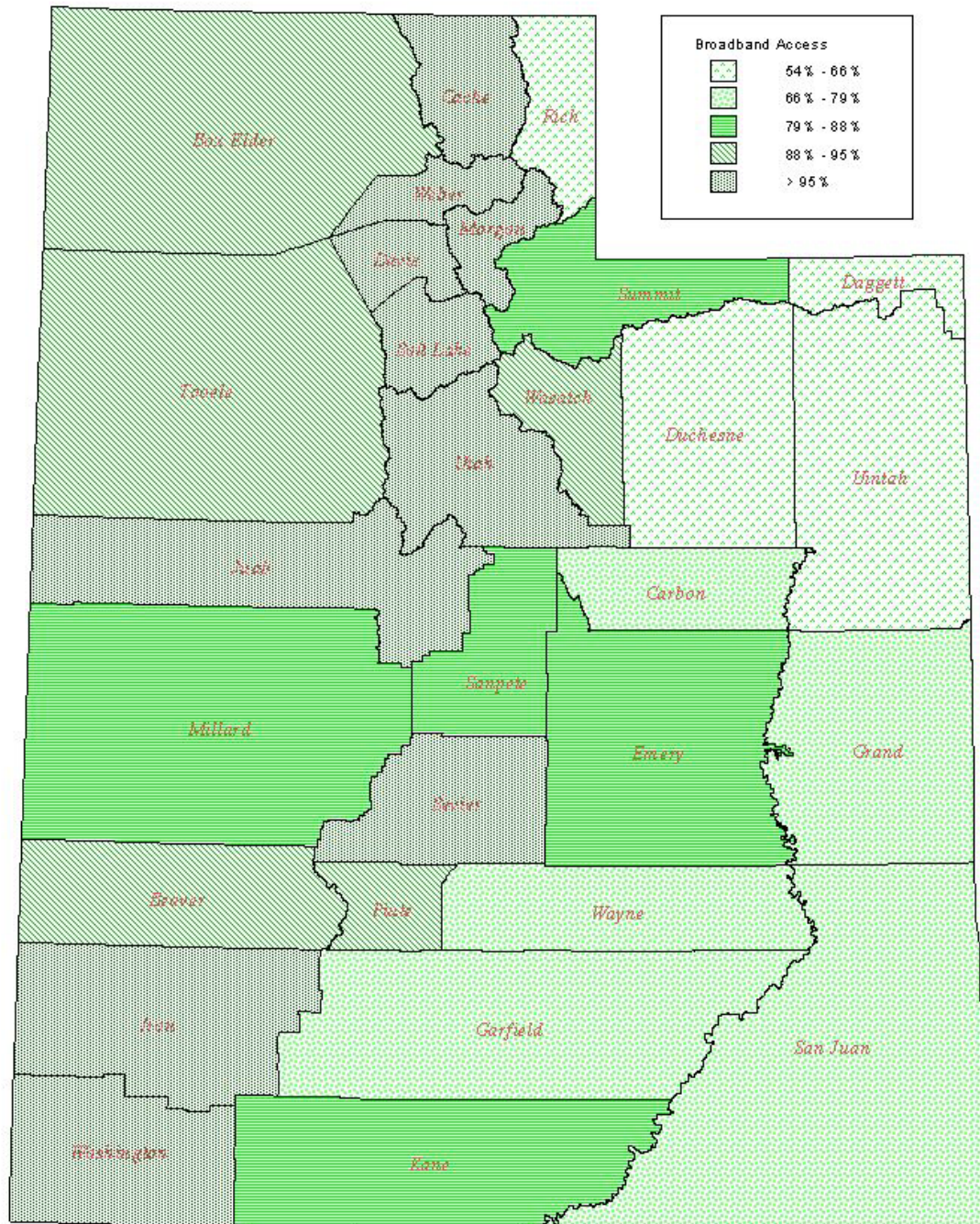
Summary

Recognizing the transformational impact that high-speed Internet can have on Utah citizens and businesses, the State of Utah should continue to actively promote the availability of affordable broadband services. By ensuring that roadblocks are removed, the State will unleash the power of the private sector to meet the needs of consumers and companies.

Utah Broadband Service Areas



Broadband Access Percentage of Population By County



**Broadband access is available
to 98% of the State's total population**

Population Data calculated
using 2000 Census Data
Broadband Data supplied by:
Utah Broadband Companies



UTAH **AGRC**
October 2003

Goal 5

IT Governance Considerations

Task Force Working Paper
Construct of Processes

Overview: The purpose of this document is to outline a potential high-level construct of processes for IT governance at the statewide level.

The first table addresses the statewide aspect of the proposed processes. The second table addresses the department/division level aspects of the same proposed processes.

Recommendations:

1. Encourage departments/divisions to consider enterprise-wide solutions through collaboration
2. Establish enterprise-wide processes that support an appropriate enterprise view of a decentralized IT organization
3. Similar processes should be used throughout the decentralized IT organization in order to facilitate enterprise collaboration
4. Train participants in Product Management, Portfolio Management, and Project/Program Management
5. Ask the State Legislature to allow for flexibility to fund enterprise-wide projects
6. Compliance with standards and norms becomes the responsibility of the participants in the pertinent processes (Engineering confirms architectural compliance, Operations confirms operational compliance, etc.)

Statewide Governance

Process	Purpose	Outputs	Governance	Comments
Strategy Development and Leadership	<ul style="list-style-type: none"> Identify Enterprise Strategies Define Statewide IT Strategies Oversee enterprise-wide IT product strategy Identify and define ownership of enterprise-wide products Develop the funding mechanism for enterprise-wide efforts 	<ul style="list-style-type: none"> Definitive list of 4-7 Statewide IT strategies Upward communication and status of enterprise-wide product(s) 	<ul style="list-style-type: none"> Chaired by State CIO (sub-cabinet level representatives of Cabinet level offices) 	<ul style="list-style-type: none"> NOTE: It is recommended that these processes be a matter of administrative rule
Product Management	<ul style="list-style-type: none"> Develop and Propose product strategic roadmap for enterprise-wide IT product(s) Propose enterprise-wide projects in support of the strategic roadmap(s) Coordinate inter-departmental efforts for product management of enterprise-wide IT products Identify available funds for enterprise-wide efforts 	<ul style="list-style-type: none"> Inventory of enterprise-wide IT products Product Strategic Roadmap for each enterprise-wide IT product Project Proposal for project work that supports enterprise-wide IT product(s) Outward communication and status of enterprise-wide IT product(s) Product cost and target milestone schedule 	<ul style="list-style-type: none"> IT Product Management Council – membership includes Product Managers from Departments 	NOTE: This proposal recommends a change in the way IT has been using Product Managers. We want to assure that Product Managers are getting input from engineers, project managers, leadership, etc. Product Manager is a master facilitator and collaborator.
Project Portfolio Management	<ul style="list-style-type: none"> Prioritize enterprise-wide IT efforts Recommend tactics for optimizing resources as they relate to enterprise-wide IT efforts Recommend the timing of enterprise-wide IT efforts 	<ul style="list-style-type: none"> Project Priority Scoring Model, based on Statewide IT strategies Inventory of enterprise-wide IT efforts Communication of status of enterprise-wide IT efforts 	<ul style="list-style-type: none"> Chaired by the State CIO IT-Portfolio Management Team (IT-PMT) Membership includes ACIOs / IT Directors / ITS representative 	

	<ul style="list-style-type: none"> • Monitor the progress of enterprise-wide projects 			
Project/Program Management	<ul style="list-style-type: none"> • Manage the enterprise-wide IT efforts as prioritized by the IT-PMT • Manage inter-dependencies between divisions/departments on IT efforts 	<ul style="list-style-type: none"> • Status of IT enterprise-wide efforts • Resourced detailed plans for enterprise-wide IT efforts • Interface Definition for inter-dependencies between various divisions/departments for IT efforts 	<ul style="list-style-type: none"> • Project/Program Manager(s) as agreed by the IT-PMT 	<ul style="list-style-type: none"> • ITS might be considered as an enterprise project management group
Engineering Architecture	<ul style="list-style-type: none"> • Define enterprise-wide engineering/architectural standards and norms 	<ul style="list-style-type: none"> • Enterprise-wide engineering/architectural standards and norms 	<ul style="list-style-type: none"> • Chaired by State Architect • Membership - IT Directors and ITS representative 	
Operations Management	<ul style="list-style-type: none"> • Define enterprise-wide IT operations standards and metrics 	<ul style="list-style-type: none"> • Enterprise-wide IT operations standards • Enterprise-wide IT performance metrics 	<ul style="list-style-type: none"> • State of Utah CIO • IT Directors • ITS Representative • Customer Representative 	

Local Governance (Department, Division)

Process	Purpose	Outputs	Governance	Comments
Strategy Development and Leadership	<ul style="list-style-type: none"> • Identify Department/Division Strategies • Define Department/Division IT Strategies • Oversee department/division IT product strategy • Identify and define ownership of department/division products 	<ul style="list-style-type: none"> • Definitive list of 4-7 department/division IT strategies • Upward communication and status of department/division product(s) 	<ul style="list-style-type: none"> • Department/Division leadership team 	<ul style="list-style-type: none"> •
Product Management	<ul style="list-style-type: none"> • Develop and 	<ul style="list-style-type: none"> • Inventory of 	<ul style="list-style-type: none"> • Department/Division 	

	<p>Propose product strategic roadmap for department/division IT product(s)</p> <ul style="list-style-type: none"> • Propose department/division projects in support of the strategic roadmap(s) • Coordinate department/division role in inter-departmental efforts for product management of enterprise-wide products 	<p>department/division IT products</p> <ul style="list-style-type: none"> • Product Strategic Roadmap for each department/division IT product • Project Proposal for project work that supports department/division IT product(s) • Outward communication and status of department/division IT product(s) 	product management team)	
Project Portfolio Management	<ul style="list-style-type: none"> • Prioritize department/division IT efforts • Recommend tactics for optimizing resources as they relate to department/division IT efforts • Recommend the timing of department/division IT efforts • Monitor the progress of project work 	<ul style="list-style-type: none"> • Project Priority Scoring Model, based on department/division IT strategies • Inventory of department/division IT efforts • Communication of status of department/division efforts • 	<ul style="list-style-type: none"> • Department/division Portfolio Management Team (PMT) 	
Project/Program Management	<ul style="list-style-type: none"> • Manage the department/division IT efforts as prioritized by the PMT • Manage inter-dependencies between department/division projects • Manage the inter-dependencies with other department/division projects 	<ul style="list-style-type: none"> • Status of department/division IT efforts • Resourced detailed plans for department/division IT efforts • Interface Definition for inter-dependencies between divisions/departments IT projects 	<ul style="list-style-type: none"> • Project/Program Manager(s) as agreed by the PMT 	
Engineering	<ul style="list-style-type: none"> • Define department/division engineering/architectural 	<ul style="list-style-type: none"> • Department/division engineering/architectural standards and norms 	Department/Division Engineering Team	<ul style="list-style-type: none"> • NOTE: the department/division engineering teams design

	standards and norms <ul style="list-style-type: none"> Design and build IT products 	<ul style="list-style-type: none"> Engineering deliverables for IT projects 		and build the deliverables for the enterprise-wide IT efforts
Operations/Business Management	<ul style="list-style-type: none"> Define department/division IT business standards Provide operations standards and support Establish and report performance metrics 	<ul style="list-style-type: none"> Department/division IT business standards Operations/business deliverables for IT projects Recommendations to Product Management based on user input and comments Performance metrics data 	<ul style="list-style-type: none"> Department/Division Operations management team Department/Division Business Managers 	NOTE: the department/division operations teams design and build the deliverables for the enterprise-wide IT efforts

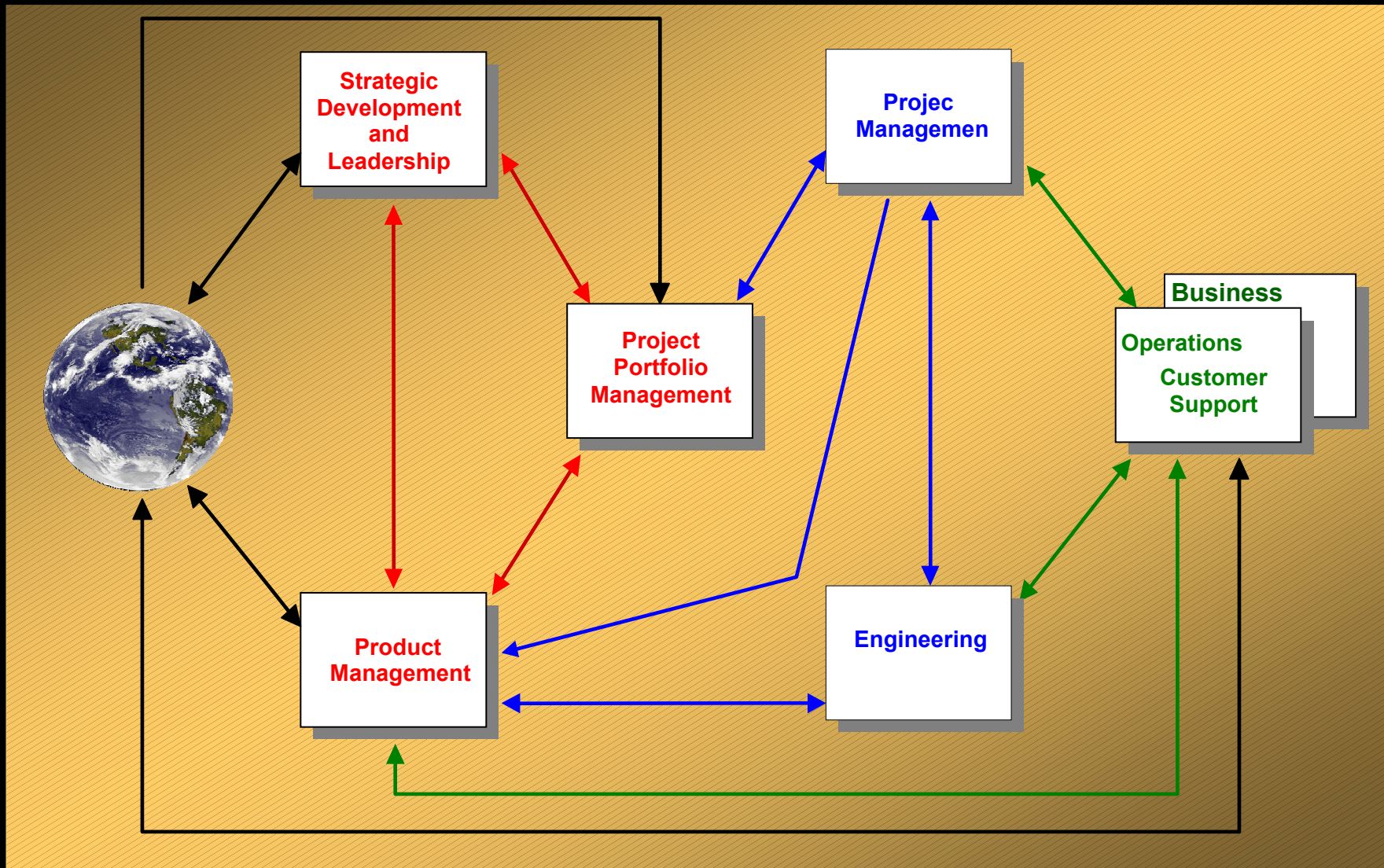
Process Interface

*In support of our Customer
we do three things*

Strategize

Implement

Operate



Goal 6 of the IT Strategic Plan

—

Measure, track, and report performance and satisfaction with the delivery of services

Committee Members:

Neil Ashdown
Kelly Colopy
Norm Johnson
Tim Cornia

Goal 6 of the IT Strategic Plan

Measure, track, and report performance and satisfaction with the delivery of services

Committee Members:

Neil Ashdown, GOPB

Kelly Colopy, DHS/EDO/ADMIN

Norm Johnson, DAS/ITS/Technical Services

Tim Cornia, DPS-MIS

The workgroup for Goal 6 of the IT Strategic Plan was charged with developing tactics, timelines and priorities that will facilitate the implementation of Goal 6 and its four objectives:

- 1) Identify stakeholders and identify service expectations
- 2) Implement a Balanced Score Card approach to develop, collect, and analyze performance data from four perspectives: financial, customer, operational, and organizational
- 3) Develop data collection and analysis competencies within agencies
- 4) Develop a business case methodology, and where appropriate, cost benefit or ROI analyses for potential IT projects

The responsibilities of this workgroup were carried out in three meetings. In the first meeting, the group clarified and defined the four objectives of Goal 6. As a result, stakeholders were defined as: consumers; federal, state and local governments; and government employees. To address the ambiguousness of the term “service,” the group decided to identify user expectations as types of services stakeholders expect from e-government and customer satisfaction with their interaction with e-government services.

In the second meeting, the group developed tactics for meeting the objectives of Goal 6. The tasks for the four objectives are as follows:

Objective 1: Identify stakeholders and identify service expectations

Tactics:

1. Identify stakeholders
2. Survey stakeholders to determine the services they use and what they expect to find online
3. Survey stakeholders to define “quality of services” and their expectations for these services
4. Analyze the results/responses, and then report findings

Objective 2: Implement a Balanced Score Card approach to develop, collect, and analyze performance data from four perspectives: Financial, Customer, Operational, and Organizational

Tactics:

1. Educate decision makers about the benefits of performance monitoring

2. Educate decision makers about the Balanced Score Card approach to decision making
3. Develop survey instruments to collect information on:
 - a. Technology resources within agencies
 - b. Current performance measures, methodologies, and tools they may use to collect data
4. Survey and compare agencies' technology resources
5. Survey agencies' current performance measures, specific methodologies, and tools used to collect data
6. Determine commonalities across agencies in terms of specific performance measures and tools used to collect data to support the four perspectives of the Balanced Score Card approach
7. Determine a core set of performance measures around the four perspectives and recommend these for collection by all agencies
8. Determine which measures are easily available and which may require additional focus/resources. Develop a methodology for those not yet collected.
9. Standardize an approach to collecting and reporting performance measures
10. Seek agency buy-in for collecting specific measures and the approach
11. Develop and implement a data collection plan—including measures, methodologies, and timeframes—for review by agencies and CIO's Office
12. Collect and analyze the data at the agency level
13. Create a standardized reporting mechanism for agencies (i.e. a standard electronic report)
14. CIO identifies an individual responsible for working with agencies to collect and analyze data on an ongoing basis
15. Agencies report the data in the standardized format to agency management and CIO's Office

Objective 3: Develop data collection and analysis competencies within agencies

Tactics:

1. Data collection
 - a. Train agencies how to collect data
2. Analysis
 - a. Train agencies' staff on how to interpret and report the data
 - b. Train agencies how to use reported data for decision making

Objective 4: Develop a business case methodology, and where appropriate, cost benefit, or ROI analyses for potential IT projects

Tactics:

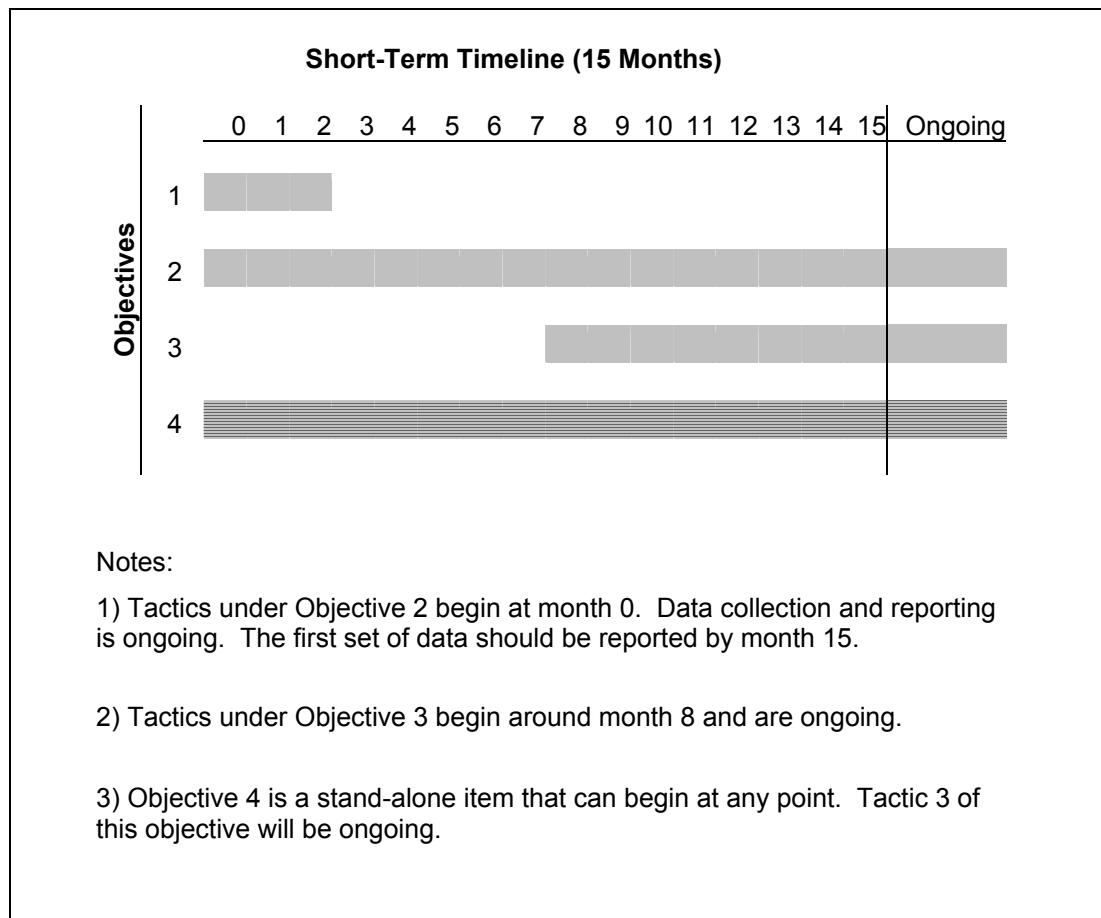
1. Develop a standardized set of questions for decision-making for IT projects
2. Allow agencies to define or develop their own individualized plan building on the state's standardized questions
3. Agencies conduct and include appropriate ROI or cost benefit analysis in their business-case methodology. ROI will be defined differently by agencies based on business practices.

In the third meeting, the committee developed a timeline for implementing the objectives. The timeline is organized in two phases—short-term and long-term. The short-term timeline is a period of 15 months during which an implementation team implements the tactics outlined for Goal 6.

The long-term timeline is an ongoing process during which agencies will carry out the tactics of Goal 6 and maintain the system put in place at the end of the short-term strategy timeline.

Specific tactics that will be ongoing include:

- Tactics 12, 14 and 15 of Objective 2 (data collection and reporting)
- Tactics 1 and 2 of Objective 3 (training agencies to collect, report, and use data)
- Tactic 3 of Objective 4 (agencies conduct ROI/Cost benefit analysis within their business case methodology)



APPENDIX Workgroup for Goal 6:

Measure, track, and report performance and satisfaction with the delivery of services

Minutes

Wednesday, August 20, 2003

1:30 - 2:30 p.m.

State Capitol – GOPB Conference Room

Attendees:

ASHDOWN, Neil GOPB

COLOPY, Kelly DHS/EDO/ADMIN

CORNIA, Tim DPS-MIS

CALAWAY, Jim DAS/ITS/Software Mgt & Support

DICARO, Sophia GOPB

Absent:

GEE, Ken Utah Dept. of Agriculture/Data

JOHNSON, Norm DAS/ITS/Technical Services

Neil called the meeting to order and began providing a brief review of the events leading up to the formation of this workgroup. He then began summarizing the intentions of the group, noting that we would begin with developing tactics to meet the objectives of goal 6.

Kelly presented minutes from the Performance Metric Group meeting of which she is chair, followed by a brief overview of the purpose of that meeting and what took place.

As chair of this workgroup, Neil appointed Kelly as vice chair. Kelly accepted.

The group began discussing the importance of having comparable data, a standard reporting mechanism that will accommodate all state agencies, as well as the importance of having a user-friendly collection method.

The group established that the objectives first need to be defined before tactics can be developed and that it is important to define these objectives broadly in an effort to accommodate the different spectrum of state agencies.

The group determined that Objective 1 has two ambiguous interpretations. Tim suggested modification of Objective 1, from “Identify stakeholders’ service expectations,” to “Identify stakeholders and identify service expectations.” The term ‘service’ also needed clarification.

Clarifications of the objectives are as follows:

Objective 1: Identify stakeholders and identify service expectations

- Stakeholders were defined as:
 - Consumers
 - Federal, state, and local governments
 - Government employees
- To address the ambiguousness of service, the group decided to “identify user expectations” as:
 - Types of services that are expected from us – “What do you want from us?”
 - Customer satisfaction with the interaction of our services – “Do you like what you are getting from us?”

Objective 2: Implement a Balanced Score Card approach to develop, collect, and analyze performance data from four perspectives:

- Financial
 - Productivity/Profitability – Are profits greater or equal to expenses?
 - Meeting or exceeding IT budget
- Customer
 - Customer satisfaction
- Operational
 - Availability of resources – i.e. computer ownership
 - Quality of resources – i.e. response time
- Organizational
 - Personnel performance
 - Personnel training

Objective 3: Develop data collection and analysis competencies within agencies

- Data collection
 - Train agencies how to collect data
 - Define tools for data gathering
 - Define methods for data gathering
 - Define data broadly so that we can tailor it to their agency but also report it so that it is useful
- Analysis
 - Train agencies’ staff on how to interpret and report the data
 - Create a standardized reporting mechanism (i.e. a standard electronic report)
 - Explore the possibility of tracking outside hits on the agencies’ web sites

Objective 4: Develop a business case methodology, and where appropriate, cost benefit, or ROI analyses for potential IT projects

- Develop a broad statement for decision-making with standardized questions
- Allow agencies to define, or develop their own individualized plan under the state’s broad guidelines
- ROI: ROI will be defined differently by agencies based on business practice

After defining the objectives, the group decided that they will develop the tactics for meeting the objectives in the next meeting. These tactics will be included in the report. Kelly volunteered to e-mail guidelines for developing these tactics and noted that they would be helpful in approaching Objective 2.

Clara Walters will e-mail the group with the next meeting date.

Workgroup for Goal 6:

Measure, track, and report performance and satisfaction with the delivery of services

Minutes

Tuesday, August 26, 2003

11:30 – 1:00 p.m.

State Capitol – GOPB Conference Room

Attendees:

ASHDOWN, Neil GOPB

COLOPY, Kelly DHS/EDO/ADMIN

JOHNSON, Norm DAS/ITS/Technical Services

DICARO, Sophia GOPB

Absent:

GEE, Ken Utah Dept. of Agriculture/Data

CORNIA, Tim DPS-MIS

Neil called the meeting to order and began providing a brief review of last week's meeting. The mission of this meeting is to develop the tactics to meet the objectives of Goal 6.

After a short discussion about the workgroup's role, the group proceeded to develop tactics for the objectives of Goal 6. The tactics brainstormed are as follows:

Objective 1: Identify stakeholders and identify service expectations

Tactics:

1. Identify stakeholders
2. Survey stakeholders to determine the services they use and what they expect to find online
3. Survey stakeholders to define "quality of services" and their expectations for these services
4. Analyze the results/responses, and then report findings

Objective 2: Implement a Balanced Score Card approach to develop, collect, and analyze performance data from four perspectives: Financial, Customer, Operational, and Organizational

Tactics:

1. Educate decision makers about the benefits of performance monitoring
2. Educate decision makers about the Balanced Score Card approach to decision making
3. Develop survey instruments to collect information on:

- a. Technology resources within agencies.
 - b. Current performance measures, methodologies, and tools they may use to collect data.
- 4. Survey and compare agencies' technology resources
- 5. Survey agencies' current performance measures, specific methodologies, and tools used to collect data
- 6. Determine commonalities across agencies in terms of specific performance measures and tools used to collect data to support the four perspectives of the Balanced Score Card approach
- 7. Determine a core set of performance measures around the four perspectives and recommend these for collection by all agencies
- 8. Determine which measures are easily available and which may require additional focus/resources. Develop a methodology for those not yet collected.
- 9. Standardize an approach to collecting and reporting performance measures
- 10. Seek agency buy-in for collecting specific measures and the approach
- 11. Develop and implement a data collection plan—including measures, methodologies, and timeframes—for review by agencies and CIO's Office
- 12. Collect and analyze the data at the agency level
- 13. Create a standardized reporting mechanism for agencies (i.e. a standard electronic report)
- 14. Agencies report the data in the standardized format to agency management and CIO's Office

Objective 3: Develop data collection and analysis competencies within agencies

Tactics:

- 1. Data collection
 - a. Define tools and methods for data gathering
 - b. Train agencies how to collect data
- 2. Analysis
 - a. Train agencies' staff on how to interpret and report the data
 - b. Train agencies how to use reported data for decision making

Objective 4: Develop a business case methodology, and where appropriate, cost benefit, or ROI analyses for potential IT projects

Tactics:

- 1. Develop a standardized set of questions for decision-making for IT projects
- 2. Allow agencies to define or develop their own individualized plan building on the state's standardized questions

3. Agencies conduct and include appropriate ROI or cost benefit analysis in their business-case methodology. ROI will be defined differently by agencies based on business practices.

Next Week's Mission: Formulate timelines and priorities that will facilitate the implementation of Goal 6 and the objectives outlined in the plan.

Clara Walters will e-mail the group with the next meeting date.

Workgroup for Goal 6:

Measure, track, and report performance and satisfaction with the delivery of services

Minutes

Tuesday, September 16, 2003

10:00 – 11:00 p.m.

State Capitol – GOPB Conference Room

Attendees:

ASHDOWN, Neil GOPB

COLOPY, Kelly DHS/EDO/ADMIN

JOHNSON, Norm DAS/ITS/Technical Services

CORNIA, Tim DPS-MIS

DICARO, Sophia GOPB

Absent:

GEE, Ken Utah Dept. of Agriculture/Data

Neil called the meeting to order and informed the group of revisions made to the tactics outlined in the 8/26 minutes. The group reviewed the minutes and approved the revisions. Neil provided a review of the last two meetings and explained that this would be the final meeting. The task of this meeting is to develop the priorities and timeline for Goal 6. The next phase will be to compile a draft of the workgroup's developments to include in the preliminary report to the CIO's office.

For clarification, the group adjusted tactics under Objective 2 such that tactic 14 became tactic 15, while a new tactic 14 was added to read, "CIO identifies an individual responsible for working with agencies in collecting and analyzing data in an ongoing process." Additionally, tactic 1a of Objective 3 was deleted, as it was redundant.

The group established that the objectives and tactics were organized in order of priority. While Objectives 1, 2 and 3 are arranged in order of priority, some tactics overlap. Also Objective 4 stands alone and is not confined to a specific timeframe.

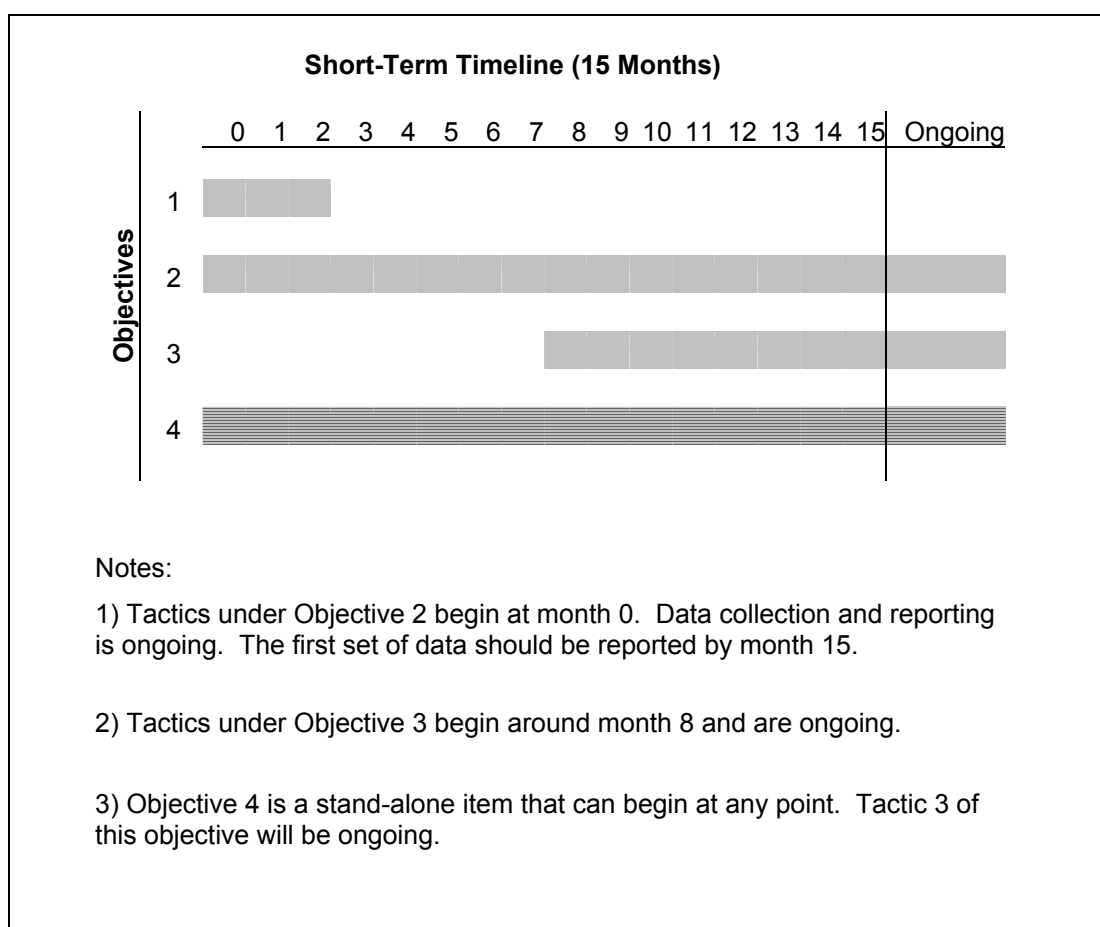
Norm stressed the importance of identifying a manager and, or cross-functional team to facilitate the implementation of the tactics of Goal 6. The group developed a timeline with the assumption that a project manager with a cross-functional team will be in place. The timeline was organized in two phases—short-term and long-term. The short-term timeline is a period of 15 months during which an implementation team will carry out the tactics outlined for Goal 6.

The long-term timeline is an ongoing process in which agencies will carry out the tactics of Goal 6 and maintain the system put in place at

the end of the short-term strategy timeline. Specific tactics that will be ongoing include:

- ***Tactics 12, 14 and 15 of Objective 2 (data collection and reporting)***
- ***Tactics 1 and 2 of Objective 3 (training agencies to collect, report, and use data)***
- ***Tactic 3 of Objective 4 (agencies conduct ROI/cost benefit analysis within their business case methodology)***

The following figure represents the group's timeline developments:



Neil informed the group that GOPB will put together a draft of the workgroup's developments to be reviewed and approved by the group within the next week, so as to begin the compilation of the preliminary report.